



Revised General Committee Meeting Agenda

Revised items are marked with an asterisk ()*

Meeting No. 4 | April 16, 2024 | 9:30AM | Live streamed

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

Members of the public can participate by:

1. VIEWING THE ONLINE LIVESTREAM:

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

2. EMAILING A WRITTEN SUBMISSION:

Members of the public may submit written deputations by email to clerkspublic@markham.ca.

Written submissions must be received by 5:00 PM the day before 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 live 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, or,

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 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.

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

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

General Committee Meeting Revised Agenda

Revised items are identified by an asterisk (*)

Meeting Number: 4

April 16, 2024, 9:30 AM - 1:00 PM

Live streamed

Please bring this General Committee Agenda to the Council meeting on April 17, 2024.

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 19, 2024 GENERAL COMMITTEE (16.0)

8

1. That the minutes of the March 19, 2024 General Committee meeting be confirmed.

4. DEPUTATIONS

5. COMMUNICATIONS

5.1 YORK REGION COMMUNICATIONS (13.4)

16

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

1. That the following communications dated March 28, 2024 from York Region be received for information purposes:
 - i. 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together
 - ii. A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion
 - iii. Approach to Developing York Region's 2025 to 2035 10-Year Housing and Homelessness Plan
 - iv. Go Transit Station Funding Act, 2023 – Regulatory Recommendations
 - v. Support for York Region's Northern Six Municipalities Housing Accelerator Fund Applications
 - vi. York Region Vision Zero Traveller Safety Plan

6. PETITIONS

7. CONSENT REPORTS - FINANCE & ADMINISTRATIVE MATTERS

7.1 MINUTES OF THE JANUARY 29, 2024 MARKHAM PUBLIC LIBRARY BOARD (16.0) 192

1. That the minutes of the January 29, 2024 Markham Public Library Board meeting be received for information purposes.

7.2 AWARD OF RFP 009-R-24 CONSULTING SERVICES FOR CIPP WATERMAIN REHABILITATION DESIGN (7.12) 203

P. Kumar, ext. 2989 / F. Chan, ext. 3189

1. That the report entitled “Award of RFP 009-R-24 Consulting Services for CIPP Watermain Rehabilitation Design” be received; and,
2. That Contract 009-R-24 Consulting Services for CIPP Watermain Rehabilitation detailed design be awarded to the highest ranked / lowest priced Bidder, Accardi Schaeffers & Associates Ltd. in the amount of \$308,827.35, inclusive of HST; and,
3. That a 10% contingency in the amount of \$30,882.74 inclusive of HST, be established to cover any additional designs 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 award for detailed design services in the amount of \$339,710.09 (\$308,827.35 + \$30,882.74) be funded from the account 053-6150-24262-005 “CI Watermain Rehabilitation Design”, with an

available budget of \$466,600; and,

5. That remaining funding of \$126,889.91 (\$466,600.00 less \$339,710.09) be returned to the original funding source; and,
6. That the contract administration services (inclusive of 10% contingency) be awarded to Accardi Schaeffers & Associates Ltd in the amount of \$362,959.20 subject to Council adoption of the 2025 capital budget request; and,
7. That the future Purchase Order for contract administration be updated to reflect the actual construction time required based on the final design; and further,
8. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

7.3 059-S-24 SUPPLY & DELIVERY OF TWO SINGLE AXLE TRUCKS AND ONE TANDEM AXLE TRUCK (7.12)

210

S. Dollmaier, ext. 2748 / M. Lee, ext. 2239

1. That the report entitled “059-S-24 Supply & Delivery of Two Single Axle Trucks and One Tandem Axle Truck” be received; and,
2. That the contracts for the supply and delivery of two single axle trucks be awarded as follows:
 - a. Supply and delivery of two trucks and chassis to Premier Truck Group in the amount of \$314,439.44 inclusive of HST; and,
 - b. Supply, installation, delivery and upfit of the winter control equipment on these two trucks and chassis to Viking Cives in the amount of \$413,420.35 inclusive of HST; and,
 - c. That the total award amount for two trucks of \$727,859.79 (\$314,439.44 + \$413,420.35) inclusive of HST be funded from capital project #23020 (057-6150-23470-005 Corporate Fleet Replacement – Non-Fire) with available budget of \$582,400; and,
3. That the budget shortfall for the single axle trucks (project #23020) in the amount of \$145,459.79 (\$582,400.00 - \$727,859.79) be funded from the Life Cycle Replacement and Capital Reserve Fund; and,
4. 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 to Premier Truck Group in the amount of \$207,171.66 inclusive of HST; and,
 - b. Supply, installation, delivery and upfit of the winter control equipment on this truck and chassis to Viking Cives in the amount of \$213,075.26, inclusive of HST; and,
 - c. That the total award amount of \$420,246.93 (\$207,171.66 + \$213,075.26) inclusive of HST be funded from capital project #24230 (057-6150-24230-005 Corporate Fleet Replacement –

Non-Fire) with available budget of \$428,402.75; and,

5. That the budget remaining for the tandem axle truck (project #24230) in the amount of \$8,155.82 (\$428,402.75 - \$420,246.93) be returned to the original funding source; and,
6. That the tendering process be waived in accordance with Purchasing By-Law 2017-18, Part II, Section 11.1 (f) where, for any reason, a Quotation issued by the City does not result in a successful Contract Award; and further,
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

8. CONSENT REPORTS - COMMUNITY SERVICES MATTERS

8.1 OPERATIONAL TRANSITION OF THE VICTORIA SQUARE SATELLITE COMMUNITY CENTRE TO THE CITY OF MARKHAM - RECREATION SERVICES (6.6)

214

K. Wakefield, ext. 7116

1. That the report entitled “Operational Transition of the Victoria Square Community Centre to the City of Markham – Recreation Services” be received; and,
2. That the transfer of the management of the Victoria Square Community Centre to the City of Markham – Recreation Services be approved; and,
3. That the Victoria Square Community Centre Board be dissolved, and that Council extend its sincere thanks to all Victoria Square Community Centre Board members, past and present, for the unwavering commitment they have demonstrated towards ensuring the community centre’s smooth operation; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

9. PRESENTATIONS - FINANCE & ADMINISTRATIVE MATTERS

***9.1 2023 CONSOLIDATED FINANCIAL REPORTS (7.0)**

219

K. Soneji, ext. 2681

Maria Khoushnood, Lead Audit Engagement Partner, KPMG, will be in attendance and present the Audit Finding Report.

Note: Report is now attached.

1. That the presentation titled “2023 Consolidated Financial Statements”

be received; and,

2. That the report titled “2023 Consolidated Financial Statements” be received; and,
3. That Council approve the draft Consolidated Financial Statements of The Corporation of the City of Markham (the City), including Community Boards, Business Improvement Areas (BIAs), Destination Markham Corporation and Investment in Markham Enterprises Corporation (MEC), for the fiscal year ended December 31, 2023; and,
4. That Council authorize Staff to publish the final audited Statements for the fiscal year ended December 31, 2023 upon receiving the Independent Auditors’ Report; and,
5. That the KPMG LLP Audit Findings Report for the year ended December 31, 2023 be received; and further,
6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

9.2 BUILDING MARKHAM’S FUTURE TOGETHER (BMFT) 2020 – 2023 STRATEGIC PLAN UPDATE (16.23)

313

B. Frois, ext. 3792

1. That the report entitled Building Markham’s Future Together (BMFT) 2020 – 2023 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.

9.3 BUILDING MARKHAM’S FUTURE TOGETHER (BMFT) 2020 - 2026 STRATEGIC PLAN REPORT (16.23)

392

B. Frois, ext. 3792 / A. Cecchetto, ext. 4997

1. That the report entitled Building Markham’s Future Together (BMFT) 2020 – 2026 Strategic Plan be received; and,
2. That the revised Building Markham’s Future Together 2020 – 2026 Strategic Plan attached as Appendix A, be adopted by the City; and,
3. That Staff report annually on the status of Building Markham’s Future Together 2020 - 2026 Strategic Plan; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10. REGULAR REPORTS - FINANCE & ADMINISTRATIVE MATTERS

439

10.1 MINUTES OF THE NOVEMBER 27, 2023 ADVISORY COMMITTEE ON ACCESSIBILITY (16.0)

Note: Committee has the option to endorse, amend, refer to staff or receive for information the following recommendation from the November 27, 2023

Advisory Committee Meeting:

That Council consider increasing the number of times the Advisory Committee on Accessibility meets from 4 to 10 times per year, to allow for the Committee to fulfill its legislative requirements.

1. That the minutes and notes of the November 27, 2023 Environmental Advisory Committee meeting be received for information purposes.

11. MOTIONS

11.1 BLUE BOX END OF LIFE MANAGEMENT (10.0)

Note: The notice of this motion was given to General Committee at its meeting held on March 19, 2024.

WHEREAS under Ontario Regulation 391/2, Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for ‘eligible’ sources only; and,

WHEREAS ‘ineligible’ sources, which producers are not responsible for, include business improvement areas, places of worship, daycares, camp grounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks; and,

WHEREAS should a municipality continue to provide services to the ‘ineligible’ sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs.

Therefore, be it resolved:

1. That the Council of the City of Markham hereby request that the province amend Ontario Regulation 391/21, Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources as stated above; and,
2. That Council hereby request the support of all Ontario Municipalities; and,
3. This resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Andrea Khanjin, Minister of the Environment, Conservation and Parks, Leader of the opposition, Leaders of the Liberal and Green Parties and all City of Markham

MPP's; and further,

4. That a copy of this Motion to be sent to the Association of Municipalities of Ontario (AMO).

12. NOTICES OF MOTION

13. NEW/OTHER BUSINESS

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

***13.1 THORNHILL SUB-COMMITTEE PUBLIC MEETING (APRIL 9, 2024) - STATUTORY NOTICE EXCEPTION**

1. That the statutory notice for the May 14, 2024, Development Services Public Meeting be expanded to a 500-metre radius for the Baha'i National Centre item.

14. ANNOUNCEMENTS

15. ADJOURNMENT



General Committee Meeting Minutes

Meeting Number: 3
March 19, 2024, 9:30 AM - 1:00 PM
Live streamed

Roll Call	Mayor Frank Scarpitti Deputy Mayor Michael Chan Regional Councillor Joe Li Regional Councillor Alan Ho Councillor Keith Irish Councillor Ritch Lau	Councillor Reid McAlpine Councillor Karen Rea Councillor Andrew Keyes Councillor Amanda Collucci Councillor Juanita Nathan Councillor Isa Lee
Regrets	Regional Councillor Jim Jones	
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 Bryan Frois, Senior Manager, Executive Operations & Strategic Initiatives Joseph Silva, Treasurer	Darryl Lyons, Acting Director, Planning & Urban Design Alex Moore, Manager of Purchasing & Accounts Payable Hristina Giantsopoulos, Election/Council & Committee Coordinator Tharsikaa Irajewaran, Assistant to Council/Committee Jason Yang, Information Technology Services Daniel Brutto, Senior Planner Philip English, Planner II, Planning and Urban Design

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 9:33 AM with Councillor Keith Irish presiding as Chair for all items on the agenda.

2. DISCLOSURE OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. APPROVAL OF PREVIOUS MINUTES

3.1 MINUTES OF THE FEBRUARY 27, 2024 GENERAL COMMITTEE (16.0)

Moved by Regional Councillor Joe Li

Seconded by Deputy Mayor Michael Chan

1. That the minutes of the February 27, 2024 General Committee meeting be confirmed.

Carried

4. DEPUTATIONS

There were no deputations.

5. COMMUNICATIONS

There were no communications.

6. PETITIONS

There were no petitions.

7. CONSENT REPORTS - FINANCE & ADMINISTRATIVE MATTERS

7.1 MINUTES OF THE DECEMBER 4, 2023 RACE RELATIONS COMMITTEE MEETING (16.0)

Moved by Councillor Isa Lee

Seconded by Councillor Andrew Keyes

1. That the minutes of the December 4, 2023 Race Relations Committee meeting be received for information purposes.

Carried

7.2 294-T-23 BLOCK TREE PRUNING PROGRAM (YEAR 5 OF 8) (2.21)

Moved by Councillor Isa Lee

Seconded by Councillor Andrew Keyes

1. That the report entitled “294-T-23 Block Tree Pruning Program (Year 5 of 8)” be received; and,
2. That the contracts for Tender 294-T-23 Block Tree Pruning Program (Year 5 of 8) be awarded to the lowest priced bidders as follows:
 - a. Tree Doctors Inc. (three grid areas) in the amount of \$46,300.80, inclusive of HST; and
 - b. Davey Tree Expert Co. of Canada, Limited (two grid areas) in the amount of \$343,412.04, inclusive of HST; for a total amount of \$389,712.84 (\$46,300.80 + \$343,412.04), inclusive of HST; and,
3. That the estimated costs of \$389,712.84 be funded from account 700-101-5399-23463 (Block Pruning Initiative – Year 5 of 8) with budget available of \$229,000.00; and,
4. That the budget shortfall in the amount of \$160,712.84 (\$229,000.00 - \$389,712.84) be funded from the Life Cycle Replacement and Capital Reserve Fund; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

7.3 2023 SUMMARY OF REMUNERATION AND EXPENSES FOR COUNCILLORS AND APPOINTEES TO BOARDS (7.0)

Moved by Councillor Isa Lee

Seconded by Councillor Andrew Keyes

1. That the report entitled “2023 Summary of Remuneration and Expenses for Councillors 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

7.4 2023 YEAR-END RESULTS OF OPERATIONS (7.0)

Moved by Councillor Isa Lee

Seconded by Councillor Andrew Keyes

1. That the report titled “2023 Year-End Results of Operations” be received; and,
2. That the City’s 2023 operations net favourable variance of \$4.86M 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. CONSENT REPORTS - COMMUNITY SERVICES MATTERS

8.1 ANNUAL WATER QUALITY REPORT (JANUARY – DECEMBER 2023) (5.3)

Moved by Councillor Ritch Lau

Seconded by Regional Councillor Alan Ho

1. That the report titled “Annual Water Quality Report (January-December 2023)” 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 2023 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 2023 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, 2024 as per regulations; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

9. REGULAR REPORTS - COMMUNITY SERVICES MATTERS

9.1 CITY OF MARKHAM COMMENTS ON THE PROPOSED GET IT DONE ACT, 2024 (BILL 162) (10.0)

Philip English, Planner II, Planning and Urban Design, addressed the Committee and made a brief presentation that outlined staff comments on the, Get it Done Act, 2024, (Bill 162), that was introduced on February 20, 2024, which proposed to amend eight statutes, including the Official Plan Amendments Act, 2023, (Bill 150). He advised that the requests in the letter from the Mayor that was sent to Minister Calandra in December 2023, in response to Bill 150, were not addressed and that the current consultation period on Bill 162, closes on March 21, 2024. Staff are requesting direction to proceed with sending another letter to Minister Calandra to request that Bill 162, be amended to reflect the original requests made in December 2023.

Staff noted that in order to meet the March 21, 2024, consultation deadline this item appeared at General Committee instead of Development Services Committee, as the next Council Meeting is scheduled for March 20, 2024, to ratify this recommendation.

The Committee discussed the proposed changes to Bill 150, their potential impact to the City and inquired about changes to the Election Act.

Councillor Reid McAlpine requested an amendment to the Main Motion to vote on the two items in point 2 of the recommendation separately, which he withdrew upon return from Confidential Session.

The Committee resolved into Confidential Session to receive legal advice on this matter in case of future litigation. Please see item 14.

Moved by Mayor Frank Scarpitti

Seconded by Councillor Andrew Keyes

1. That the report entitled "City of Markham Comments on the Proposed Get It Done Act, 2024 (Bill 162)" dated March 19, 2024, be received; and,
2. That this report be forwarded to the Minister of Municipal Affairs and Housing as the City of Markham's comments on Bill 162; and note specifically,
 - That the City of Markham supports Modification 22 the proposed removal of the Future Urban Area Overlay; and,

- That the City of Markham requests the Province to amend Bill 162 to address other comments raised in the letter from the City dated December 5, 2023; and,
- 3. That this report be forwarded to York Region as the City of Markham's comments on Bill 162; and further,
- 4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

10. MOTIONS

There were no motions.

11. NOTICES OF MOTION

11.1 BLUE BOX END OF LIFE MANAGEMENT

Councillor Karen Rea, introduced a Notice of Motion in relation to blue box end of life management that will appear on the next General Committee Meeting Agenda scheduled for April 16, 2024.

Moved by Councillor Karen Rea
Seconded by Mayor Frank Scarpitti

WHEREAS under Ontario Regulation 391/2, Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only; and,

WHEREAS 'ineligible' sources, which producers are not responsible for, include business improvement areas, places of worship, daycares, camp grounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks; and,

WHEREAS should a municipality continue to provide services to the 'ineligible' sources, the municipality will be required to oversee the collection, transportation, and processing of the recycling, assuming 100% of the costs.

Therefore, be it resolved:

1. That the Council of the City of Markham hereby request that the province amend Ontario Regulation 391/21, Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources as stated above; and,

2. That Council hereby request the support of all Ontario Municipalities;
and,
3. That this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Andrea Khanjin, Minister of the Environment, Conservation and Parks, Leader of the opposition, Leaders of the Liberal and Green Parties and all City of Markham MPP's; and further,
4. That a copy of this Motion to be sent to the Association of Municipalities of Ontario (AMO).

12. NEW/OTHER BUSINESS

There was no new or other business.

13. ANNOUNCEMENTS

There were no announcements.

14. CONFIDENTIAL ITEMS

The Committee resolved into Confidential Session at 10:02 AM to receive legal advice regarding Bill 150, Bill 162 and Provincial Modification 14 in relation to 10506 and 10508 Warden Avenue.

The Committee reconvened into Open Session at 10:20 AM.

Moved by Mayor Frank Scarpitti

Seconded by Councillor Amanda Collucci

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

Carried

14.1 DEVELOPMENT AND POLICY MATTERS

14.1.1 REQUEST FOR LEGAL ADVICE, BILL 150, BILL 162 AND PROVINCIAL MODIFICATION 14 - REGARDING 10506 AND 10508 WARDEN AVENUE

**(LITIGATION OR POTENTIAL LITIGATION, INCLUDING
MATTERS BEFORE ADMINISTRATIVE TRIBUNALS,
AFFECTING THE MUNICIPALITY OR LOCAL BOARD.)
[MUNICIPAL ACT, 2001, Section 239 (2)(e)]**

**(ADVICE THAT IS SUBJECT TO SOLICITOR-CLIENT
PRIVILEGE, INCLUDING COMMUNICATIONS NECESSARY
FOR THAT PURPOSE.) [MUNICIPAL ACT, 2001, Section 239 (2)(f)]**

15. ADJOURNMENT

Moved by Mayor Frank Scarpitti

Seconded by Deputy Mayor Michael Chan

That General Committee adjourn at 10:25 AM.

Carried

From: Clerk General Line
Sent: Thursday, March 28, 2024 4:07 PM
Subject: Regional Council Decision - 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together

CAUTION: This email originated from a source outside the City of Markham. DO NOT CLICK on any links or attachments, or reply unless you recognize the sender and know the content is safe.

On March 21, 2024 Regional Council made the following decision:

1. Council approve the 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together (Attachment 1)
2. Regional Chair write to York Region Members of Parliament and Members of Provincial Parliament requesting they advocate to Federal and Provincial governments to seek collaboration, support and further investments to advance five priorities identified in the advocacy agenda of the 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together including:
 - a. Mandating prevention-focused annual in-home or supported virtual visits with a health professional to proactively connect seniors 75 and older to needed information, health services and community supports
 - b. Policy planning and funding across seniors continuum of health and social care that leverages innovative evidence-based approaches to enable seniors to age in the right place for their own needs, circumstances and preferences, including promising practices like Naturally Occurring Retirement Communities and other age friendly supports
 - c. Sustainable funding for preventative and responsive Community Paramedicine programs that have proven to assist vulnerable seniors in their homes, and reduce avoidable 911 calls
 - d. Investments to sustain, scale and spread programs and supports that enhance seniors access to technology and reduce the digital divide
 - e. Establishment of a provincial service system manager or other form of coordinating body to coordinate and align improvements across multiple ministries, sectors and stakeholders supporting seniors
3. Regional Clerk circulate this report for information to York Region Members of Provincial Parliament and Members of Parliament, local municipalities, York Region Human Services Planning Board, Home and Community Care Support Services Central, Ontario Health Teams in York Region, Ontario Health Central Region, AdvantAge Ontario, Ontario Long-Term Care Association, Ontario Community Support Association, Ontario Municipal Social Services Association and the Association of Municipalities of Ontario.

The original staff report is available for your information at the following [link](#).

Please contact Lisa Gonsalves, General Manager, Paramedic and Seniors Services at 1-877-464-9675 ext. 72090 if you have any questions with respect to this matter.

Regards,

Christopher Raynor (he/him) | Regional Clerk, Regional Clerk's Office, Corporate Services Department

The Regional Municipality of York | 17250 Yonge Street | Newmarket, ON L3Y 6Z1

O: 1-877-464-9675 ext. 71300 | christopher.raynor@york.ca | york.ca

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



The Regional Municipality of York

Committee of the Whole
Community and Health Services

March 7, 2024

FOR DECISION

Report of the Commissioner of Community and Health Services

2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together

1. Recommendations

1. Council approve the 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together (Attachment 1)
2. Regional Chair write to York Region Members of Parliament and Members of Provincial Parliament requesting they advocate to Federal and Provincial governments to seek collaboration, support and further investments to advance five priorities identified in the advocacy agenda of the 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together including:
 - a. Mandating prevention-focused annual in-home or supported virtual visits with a health professional to proactively connect seniors 75 and older to needed information, health services and community supports
 - b. Policy planning and funding across seniors continuum of health and social care that leverages innovative evidence-based approaches to enable seniors to age in the right place for their own needs, circumstances and preferences, including promising practices like Naturally Occurring Retirement Communities and other age friendly supports
 - c. Sustainable funding for preventative and responsive Community Paramedicine programs that have proven to assist vulnerable seniors in their homes, and reduce avoidable 911 calls
 - d. Investments to sustain, scale and spread programs and supports that enhance seniors access to technology and reduce the digital divide
 - e. Establishment of a provincial service system manager or other form of coordinating body to coordinate and align improvements across multiple ministries, sectors and stakeholders supporting seniors

3. Regional Clerk circulate this report for information to York Region Members of Provincial Parliament and Members of Parliament, local municipalities, York Region Human Services Planning Board, Home and Community Care Support Services Central, Ontario Health Teams in York Region, Ontario Health Central Region, AdvantAge Ontario, Ontario Long-Term Care Association, Ontario Community Support Association, Ontario Municipal Social Services Association and the Association of Municipalities of Ontario.

2. Purpose

This report seeks Council approval of Attachment 1, the 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together (the Plan). There are direct actions for areas the Region is responsible for, such as programs for seniors, and there are advocacy actions related to areas the Federal and Provincial governments are responsible for. This report also recommends advancing advocacy to the Federal and Provincial governments in five key areas of need.

Key Points:

- The 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together (Attachment 1) updates the 2016 [York Region Seniors Strategy](#) to address current and future needs of seniors
- A research and engagement process informed the Plan. York Region staff, community partners, local municipal staff, seniors (aged 65+), pre-seniors (aged 55 to 64) and caregivers from across the Region were consulted in Fall 2021 and Fall 2022 to identify what has changed, and where new actions are needed to support seniors to age in the right place
- A Special Council Meeting on [October 5, 2023](#) discussed the Plan's proposed priority areas, actions and advocacy agenda
- The Plan's priority areas, actions and advocacy agenda aim to support seniors by enhancing their health and program knowledge, integrating services, streamlining navigation of services, and improving coordination across health and social care systems
- In October 2023, the province announced an initiative to establish a single organization, Ontario Health atHome, to seamlessly connect people to home care services. This initiative closely aligns with the Plan's recommended priority areas
- Bi-annual progress reports are planned for Q2 2026 and Q2 2028. An updated Plan will be presented to Council for consideration in 2028

3. Background

Collaborative planning and innovation are needed as the seniors population continues to grow and age over the next 30 years

By 2051, York Region's seniors population is expected to more than double, and close to one in four (23%) York Region residents will be over age 65. The most significant growth is expected among older seniors, those aged 75 and older, which is expected to triple over the next 30 years. Many older seniors require higher levels of care and assistance, putting pressure and demand on Regional programs and services like community housing, paramedic services, long-term care and transportation. As there are many different groups involved in planning and services for seniors, innovation and collaborative planning continue to be important.

This update to the 2016 Strategy will ensure programs and services delivered by the Region continue to evolve as the needs of current and future seniors change

In [November 2016](#), Regional Council approved the [York Region Seniors Strategy](#) (the 2016 Strategy) to guide collaborative planning activities and better integrate programs and services under the direct control of the Region.

The Plan identifies actions the Region can take to support the needs of the Region's growing seniors' population. It is a corporate Plan directed at areas within the Region's control. In response to consultation feedback on needs beyond the Region's jurisdiction, the Plan includes advocacy to other levels of government with the ability to address those needs.

Building on the [2016 Strategy accomplishments](#), the updated Plan aims to enhance the health and well-being of our aging population and their ability to age in the right place for their personal preferences, circumstances, and care needs.

Community engagement and research on seniors' needs informed the Plan

Engagement and research activities included:

- **Fall 2021 Online Survey:** received responses from over 1,300 seniors, pre-seniors and caregivers.
- **Fall 2021 Virtual Engagements:** engaged over 150 individuals, including York Region staff, members of previous Regional Council (2018 to 2022 term), community stakeholders including community partners, local municipal staff, seniors and caregivers.
- **Fall 2022 Validation Sessions:** conducted in-person, phone and online sessions with equity deserving groups who may not have been reached in Fall 2021 engagements (i.e., newcomer seniors, seniors and caregivers with limited access to technology, seniors and pre-seniors who are precariously housed/homeless, seniors

living in community housing/housing with supports, and those identifying as having a disability). Engaged new members of Regional Council (2022 to 2026 term).

- **Research:** reviewed literature to understand emerging issues affecting seniors to identify gaps, assess system strengths and limitations in supporting seniors and explore factors impacting an aging population.
- **October 2023 Special Council Meeting:** Provided Council with information and data on the growing and diverse needs of York Region seniors and how the Plan's proposed priority areas and actions could address them. Council also heard from experts in fields of geriatrics, health policy and health and social care sectors to share alignments with other jurisdictions and initiatives supporting seniors and caregivers.

Community engagement findings are detailed in [What You Said](#), and [What You Said Summary](#) documents. See Attachment 1 for more information on the Plan's development process.

4. Analysis

The Plan is guided by four priority areas

Four priority areas are recommended to address opportunities and system challenges for seniors living in York Region. For each priority area an objective is identified to guide efforts over the next three years.

Table 1 summarizes the direction for the Plan.

Table 1 Direction for 2024 to 2027 York Region Plan to Support Seniors	
Priority Area	Objective
1. Keeping Seniors Healthier, Longer	Provide seniors, caregivers and staff supporting seniors information to help them improve physical activity and social connectedness, and slow decline of, or prevent chronic disease
2. Supporting Seniors to Live in Age-Friendly Complete Communities	Better integrate services for seniors
3. Connecting Seniors and Caregivers to Right Programs and Services at Right Times	Improve system navigation for seniors

Priority Area	Objective
4. Improving Coordination, Organization and Planning of Services for Seniors	Collaborate on and support strategic improvements for the overall system supporting seniors

Bi-annual progress reports will be provided to Council in Q2 2026 and Q2 2028. An updated Plan will be presented to Council for consideration in 2028.

The Plan includes actions where the Region has responsibility, and an advocacy agenda where others have responsibility to act

The Plan aims to support seniors across the broader continuum of health and social care through improved access to health and program information, service integration, enhanced system navigation, and collaborative system planning and shared service innovation.

Examples of actions from the Plan include:

- Communicating information on Public Health and Public Works services to raise awareness with seniors, caregivers and staff supporting seniors to help them stay healthy and connected. Proactively connecting seniors with important information early can help reduce social isolation and potential crisis
- Completing design, construction and operationalizing the seniors hub and community centre in Unionville Commons HYI building. The hub will be a place for residents of Unionville Commons and surrounding communities to access senior-focused services, programs and amenities encouraging social participation, wellness and enabling seniors to age in the right place
- Helping connect subsidized housing wait list applicants, including seniors, to available programs and resources while they wait for housing. Applicants are supported with financial needs assessment, literacy and empowerment tools to support income stabilization while they wait
- Implementing York Region Integrated Response for Vulnerable Seniors Network. The Vulnerable Seniors Network aims to stabilize vulnerable seniors in immediate crisis, including those experiencing homelessness, with needs-based solutions, wrap-around care and harm-reduction approaches to minimize potential for future crises

There are gaps and silos in the current system affecting seniors health and well-being

The Plan's advocacy agenda identifies promising practices and areas of need requiring urgent attention and investment from provincial and federal governments to advance seniors health and well-being, including:

- Mandating prevention-focused annual in-home or supported virtual visits with a health professional to proactively connect seniors 75 and older to needed information, health services and community supports
- Policy planning and funding across a seniors continuum of health and social care that leverages innovative evidence-based approaches to enable seniors to age in the right place for their own preferences, circumstances and care needs, including promising practices like Naturally Occurring Retirement Communities and other age friendly supports
- Sustainable funding for preventative and responsive Community Paramedicine programs that have proven to assist vulnerable seniors in their homes, and reduce avoidable 911 calls
- Investments to sustain, scale and spread programs and supports that enhance seniors access to technology and reduce digital divides
- Establishment of a provincial service system manager or coordinating body to align improvements across multiple ministries, sectors and stakeholders supporting seniors

See Attachment 1 for the complete set of actions and advocacy agenda.

Staff will implement the Plan's actions and monitor impacts

Pending Council approval, implementation of the actions and advocacy identified in the Plan will begin starting with the Chair's letter seeking Federal and Provincial governments' collaboration, support, and further investments to advance five priorities identified in the advocacy agenda. The Plan will be shared broadly with those who helped to inform it, including local municipalities, community partners, seniors, caregivers, sector associations and other interested stakeholders through a range of outreach methods and posted on york.ca.

In Q2 2026 and Q2 2028, deliverables, performance measures and targets set out in the Plan will be used to monitor and report bi-annually to Council on implementation of actions. Some targets remain under development as new baselines are established and actions evolve and will be included in bi-annual reports as appropriate.

Ontario Health Teams to receive consistent provincial funding for next three years to improve home care

There are 58 Ontario Health Teams (OHTs) in the Province tasked with improving how care is organized and delivered, so patients are better connected to coordinated care in their local communities. Under OHTs, health care providers and partners are to work as one coordinated team – no matter where they provide care. To support this work, starting in April 2024, the Province is investing over \$128.2 million to provide every Ontario Health Team, including all three York Region OHTs, with up to \$2.2 million over three years.

Three OHTs operate in York Region ([Eastern York Region North Durham](#), [Northern York South Simcoe](#) and [Western York Region](#)). York Region is a member of Eastern York Region North Durham and Northern York South Simcoe OHTs and works in close partnership with Western York Region OHT. As a member and close partner of the OHTs, the Region collaborates with hospital and community partners on innovative approaches that support the health and well-being of York Region residents of all ages and stages, including seniors and caregivers.

Province announced changes to establish a single organization, Ontario Health atHome, to seamlessly connect people to home care services

On October 4, 2023 the Ontario government tabled Bill 135, Convenient Care at Home Act, 2023 to consolidate the 14 Home and Community Care Support Services organizations into a single organization – Ontario Health atHome – and will make OHTs responsible for connecting people to home care services starting in 2025. Ontario Health atHome will provide home care plans through OHTs so individuals know the care they will receive and when before being discharged from hospital. Ontario Health atHome will also provide placement services for long-term care. Bill 135 received Royal Assent on December 2023.

An initial group of [12 OHTs](#), none from York Region, were chosen to accelerate work to deliver home care in their local communities starting in 2025. The Ministry of Health will support them with an additional \$6.2 million in 2023 to 2024.

Province's plan to deliver connected and convenient care aligns with priority areas of the Plan to Support Seniors

The Province's plan to deliver connected and convenient care aims to connect people in Ontario to health care they need, when they need it, and keep people at home for as long as possible. The plan to modernize home care aligns with priority areas of the Plan by improving access to services, supporting seniors to age in the right place, improving system navigation and breaking down silos across health and social care sectors. York Region, the three York Region OHTs and the Province are each striving to ensure our residents are healthy and supported across the health and social care sectors. Given this alignment and with strong partnerships and innovative solutions underway, the Region is advocating to include all three York Region OHTs in the accelerated group tasked to advance the delivery of connected and convenient care.

As the Province moves the *Convenient Care at Home Act* forward, the Region is well positioned to continue to seek support and leverage synergies for actions and advocacy agenda of the Plan as a partner on all three York Region OHTs.

The Plan supports the Healthy Communities Area of Focus

The Plan aligns with the 2023 to 2027 Strategic Plan – Healthy Communities Area of Focus. It aims to provide seniors with health and program information, integrate services, improve

system navigation and enhance overall coordination to help them age in the right place with appropriate support for their needs, promoting better health and preventing crisis.

5. Financial Considerations

Total gross expenditures in the 2024 approved operating budget for implementing the coordination and oversight of the Plan is \$601,500. This is 100% funded through tax levy.

Any cost impacts beyond 2024 will be addressed through the budget process as required. Implementation plans currently under development will include additional evidence-based funding requests backed by business cases.

Staff will continue to pursue opportunities to access senior government funding to support the Plan. Grant applications will also be considered to offset costs.

6. Local Impact

Growth in the seniors population is anticipated to occur across all nine local municipalities over the next 30 years. Seniors across York Region will benefit from the implementation of the actions and advocacy efforts identified in the Plan.

Since implementing the 2016 Strategy, the Region has been working collaboratively with local municipalities and community organizations serving seniors to leverage opportunities for new partnerships and innovative solutions to support seniors to age in the right place. The Region is well positioned to continue this collaborative work with local and community partners to ensure their expertise is reflected in the actions identified and implemented in the Plan.

7. Conclusion

The Region is well positioned to continue working collaboratively with other levels of government, local municipalities, and community organizations to provide better care and support to ensure seniors are healthier, connected to their communities and able to age in the right place.

The 2024 to 2027 York Region Plan to Support Seniors provides direction over four years to ensure seniors in York Region continue to receive the best possible supports and services. It does this by outlining actions to enhance Regional programs and services and through a strong advocacy agenda to improve the broader system supporting seniors.

For more information on this report, please contact Lisa Gonsalves, General Manager, Paramedic and Seniors Services at 1-877-464-9675 ext. 72090. Accessible formats or communication supports are available upon request.



Recommended by:

Katherine Chislett

Commissioner of Community and Health Services



Approved for Submission:

Erin Mahoney

Chief Administrative Officer

February 13, 2024

15191390

Attachment 1 – York Region Plan to Support Seniors (#15130483)



2024 to 2027

York Region Plan To Support Seniors

Navigating Forward Together

york.ca/PlanForSeniors

March 2024



Land Acknowledgement

We acknowledge that York Region is located on the traditional territory of many Indigenous peoples including the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations. Today this area is home to many diverse Indigenous Peoples, and we recognize their history, spirituality, culture and stewardship of this land. We also acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community.

A MESSAGE FROM YORK REGION CHAIRMAN AND CEO AND MEMBERS OF REGIONAL COUNCIL



Chairman & CEO
Wayne Emmerson

The Regional Municipality of York is facing unprecedented growth, with the number of seniors living in our communities expected to double over the next 30 years. While many of these older residents remain active and connected to their communities, others require higher levels of care and support.

As our communities grow and change, we must think differently about how we serve residents of all ages, including our seniors population. The *2024 to 2027 York Region Plan to Support Seniors* looks at the changing seniors population, defines our role in serving seniors and sets the course for action to best support the aging population. It builds on successes of the *2016 York Region Seniors Strategy* and identifies new actions to foster healthy aging so our seniors can continue to live, work and age in place.

The updated plan is inclusive and responds to community needs. York Region’s Plan to Support Seniors will guide York Regional Council in action and advocacy to build complete communities where seniors can age in place, connect to services and live healthier and longer. Together with community partners, local cities and towns and other levels of government, Regional Council remains focused on fostering healthy aging for our seniors.



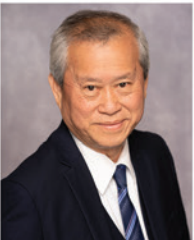
Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Michael Chan
City of Markham



Regional Councillor
Jim Jones
City of Markham



Regional Councillor
Joe Li
City of Markham



Regional Councillor
Alan Ho
City of Markham



Mayor
John Taylor
Town of Newmarket



Regional Councillor
Tom Vegh
Town of Newmarket



Mayor
Steven Del Duca
City of Vaughan



Regional Councillor
Linda Jackson
City of Vaughan



Regional Councillor
Mario Ferri
City of Vaughan



Regional Councillor
Gino Rosati
City of Vaughan



Regional Councillor
Mario G. Racco
City of Vaughan



Mayor
Margaret Quirk
Town of Georgina



Regional Councillor
Naomi Davison
Town of Georgina



Mayor
David West
City of Richmond Hill



Regional Councillor
Godwin Chan
City of Richmond Hill



Regional Councillor
Joe DiPaola
City of Richmond Hill



Mayor
Tom Mrakas
Town of Aurora



Mayor
Virginia Hackson
Town of East Gwillimbury



Mayor
Steve Pellegrini
Township of King



Mayor
Iain Lovatt
Town of Whitchurch-Stouffville

2024 to 2027 York Region Plan to Support Seniors

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Executive Summary

The *2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together* (the Plan) identifies priority areas, objectives and related actions and advocacy the Regional Municipality of York (the Region) will take to enhance health and well-being of our growing and diverse seniors population. It focuses on supporting seniors to “age in the right place” based on their preferences, circumstances and care needs. The Plan identifies actions where the Region has responsibility and an advocacy agenda where other jurisdictions have responsibility to act.

The Plan’s priority areas directly align with the [2023 to 2027 Strategic Plan](#), and other corporate plans to help achieve the Region’s vision of strong, caring, safe communities.

The Plan builds on successes of the [2016 Seniors Strategy](#) and core guiding principles, which include:

- Evidence-based decision-making
- Partnerships, alignments and collaboration
- Prevention and promotion, and education
- Fiscal sustainability and balance

By 2051, close to one in four (23%) York Region residents will be aged 65 and above. While many seniors remain healthy, active and connected to their communities, over time some will require additional supports and age-friendly services across the broader health and social care continuum.

The Region is one of many service providers supporting seniors. Addressing current and future needs of our aging population requires collaborative planning and evidence-based innovation with all levels of government, local municipalities, and community organizations and private sector.

The Plan will address system challenges and identify opportunities for seniors in York Region through the following actions and advocacy over the next three years. Appendix A provides a detailed summary of actions and advocacy with performance measures, targets and deliverables identified.

PRIORITY AREA 1: KEEPING SENIORS HEALTHIER, LONGER

Objective: Provide seniors, caregivers and staff supporting seniors information to help them improve physical activity and social connectedness, and slow decline of, or prevent chronic disease

ACTIONS	OUTCOME
Communicate information on healthy aging to raise awareness with seniors, caregivers and staff to help seniors stay healthy and connected	Seniors provided with information to improve their health/ well-being and promote better access to information and services
Communicate information on York Region Public Works services to raise awareness with seniors, caregivers and staff to help seniors stay healthy and connected	
Advocate to the Province for annual health professional in-home or supported virtual visits for seniors 75 years of age and over	Seniors are connected to services to support them to live well and age in the right place

PRIORITY AREA 2: SUPPORTING SENIORS TO LIVE IN AGE-FRIENDLY COMPLETE COMMUNITIES

Objective: Better integrate services for seniors

ACTIONS	OUTCOME
Complete design and construction, and operationalize the seniors hub and community centre located in Unionville Commons	Improved access to services to support health, well-being and enable seniors to age in the right place
Develop policies and programs that link built environment to healthy aging	Improved health and well-being of seniors through built environment
Deliver innovative paramedic and community paramedicine services to support seniors in the community	Seniors are supported in their homes for as long as possible through preventative and responsive care
Engage seniors’ networks to inform development of Affordable Private Market Housing Implementation Plan (AHIP)	Worked with partners to increase supply of affordable private market housing that seniors would have opportunity to access
Explore opportunities to enhance and continue programs that support seniors’ access to York Region Transit (YRT)	Provided more equitable access to transportation
Advocate for improved policy planning and funding across a supportive seniors continuum of health and social care	Improved program delivery and policy planning for advancing seniors’ needs in their communities
Advocate to the Province for sustainable funding to expand Community Paramedicine programs	Seniors supported in their homes for as long as possible through preventative and responsive care

PRIORITY AREA 3: CONNECTING SENIORS AND CAREGIVERS TO RIGHT PROGRAMS AND SERVICES AT RIGHT TIMES

Objective: Improve system navigation for seniors

ACTIONS	OUTCOME
Promote Access York to seniors and caregivers as a central access point for York Region and community resources	Connected seniors and caregivers in need with appropriate services
Advance accessible seniors focused self-serve tools on York Region website to search for York Region and community resources	
Share knowledge and training on seniors specific resources on York Region navigation tools with regional staff and local municipalities	
Collaborate with Ontario Health Team Partners to develop an access and navigation model for a seamless approach to senior specific customer information and referrals	
Develop a York Region specific navigation guide for seniors	Seniors (60+) on subsidized housing wait list were supported to connect to financial benefits and resources to which they are entitled, supporting income stabilization and providing resources while they wait for subsidized housing options
Help connect subsidized housing wait list applicants, including seniors, to available programs and resources while they wait for housing	
Review Regional Low-Income Seniors and Persons with Disabilities Tax Relief program	Supported evidence-based decision making
Incorporate a seniors lens to support development and implementation of proposed York Region 2024 to 2027 Plan for Newcomer Inclusion	Strengthened processes for seniors lens in newcomer-focused community planning and implementation to reflect their needs
Expand broadband infrastructure in York Region to enable access to high-speed internet in underserved communities	Expanded broadband infrastructure to support internet options for seniors and caregivers in underserved areas to stay connected
Promote and collaborate with organizations that provide digital access/technology and technology training for seniors	Supported seniors to stay connected through better access to digital information and improved connectivity
Advocate for Provincial investments to sustain, scale and spread programs and supports that enhance seniors access to digital technology	Supported seniors to stay connected through better access to digital information and improved connectivity

PRIORITY AREA 4: IMPROVING COORDINATION, ORGANIZATION AND PLANNING OF SERVICES FOR SENIORS

Objective: Collaborate on and support strategic improvements for the overall system supporting seniors

ACTIONS	OUTCOME
Implement York Region Integrated Response for Vulnerable Seniors Network (VSN)	Stabilized vulnerable seniors in immediate crisis, including those experiencing homelessness, with needs-based solutions, wrap-around care and harm-reduction approaches to minimize potential for future crises
Evaluate VSN and share learnings York Region wide	Regional services aligned with client needs
Develop tools and products that allow sector stakeholders access to current evidence and data on York Region seniors to inform program planning	Supported evidence-based decision making
Provide education and training opportunities to long-term care home staff and community partners in York Region serving seniors and caregivers	Staff serving seniors and caregivers feel more equipped to support their needs
Strengthen and modernize the way we work with, and deliver services to seniors in the Region's two long-term care homes and Adult Day Programs	Modernized operations and care planning leading to improved care for seniors
Advocate to the Province to establish a service system manager for seniors programs and services	Improved coordination of currently fragmented seniors services sector

2024 to 2027 York Region Plan to Support Seniors

The *2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together* (the Plan) identifies actions and advocacy the Regional Municipality of York (the Region) will take to support needs of its growing seniors population. The Plan helps achieve the [Region's Vision](#) of strong, caring, safe communities and supports the Healthy Communities priority in the [2023 to 2027 Strategic Plan](#).

DEFINITIONS OF TERMS USED THROUGHOUT THE PLAN:

Senior is broadly defined as an individual aged 65 or older understanding that some may age more rapidly than others. Programs may have eligibility criteria that defines a senior differently – with physiological and chronological factors being considered as well.

Pre-senior refers to an individual aged 55-64.

Caregiver is anyone – family, friend, neighbour – who provides unpaid care or support to a senior with activities that help them to remain as safe and independent as possible. This could include providing help with grocery shopping, housekeeping, cooking, bathing assistance, getting dressed, getting around, accompanying to appointments, finding suitable services, or checking in to see that everything is okay.

Age in the right place, as defined by the National Institute on Ageing, is “the process of enabling healthy ageing in the most appropriate setting based on an older person’s personal preferences, circumstances and care needs”.¹



Equality and Equity² : Equality generally means treating people the same way, to give everyone equal access to opportunities and benefits in society. Equity includes treating some people differently, to take into consideration some people’s particular needs and situations. For example, requiring public buildings to have wheelchair accessible entrances to accommodate persons with disabilities (rather than deciding that everyone can climb stairs or open doors themselves).

Ontario Health Teams (OHTs) are groups of health care providers and organizations, including hospitals, primary care providers, community support service providers, emergency health services, and long-term care homes, that are clinically and fiscally accountable for delivering a full and coordinated continuum of care to the population of a defined catchment area. The goals of OHTs are to improve patient and caregiver experience and health outcomes, achieving better value, strengthening local services, and making it easier for people to navigate the health care system at all stages of their lives.

We recognize the important role caregivers play, and many of the Plan’s actions and advocacy will positively impact caregivers too. In 2018, 27% of the Ontario population were caregivers and they generated \$42 billion in annual economic value. It would require 1.2 million full-time workers to replace the amount of work caregivers do.³



Building the Plan

In November 2016, York Regional Council approved [*York Region Seniors Strategy: Thinking Ahead*](#) to support seniors to age in place in their own homes and communities for as long as possible. Building on successes of the 2016 Strategy, the updated Plan will advance actions and an advocacy agenda that could enhance the health and well-being of our aging population across the broader continuum of seniors health and social care.

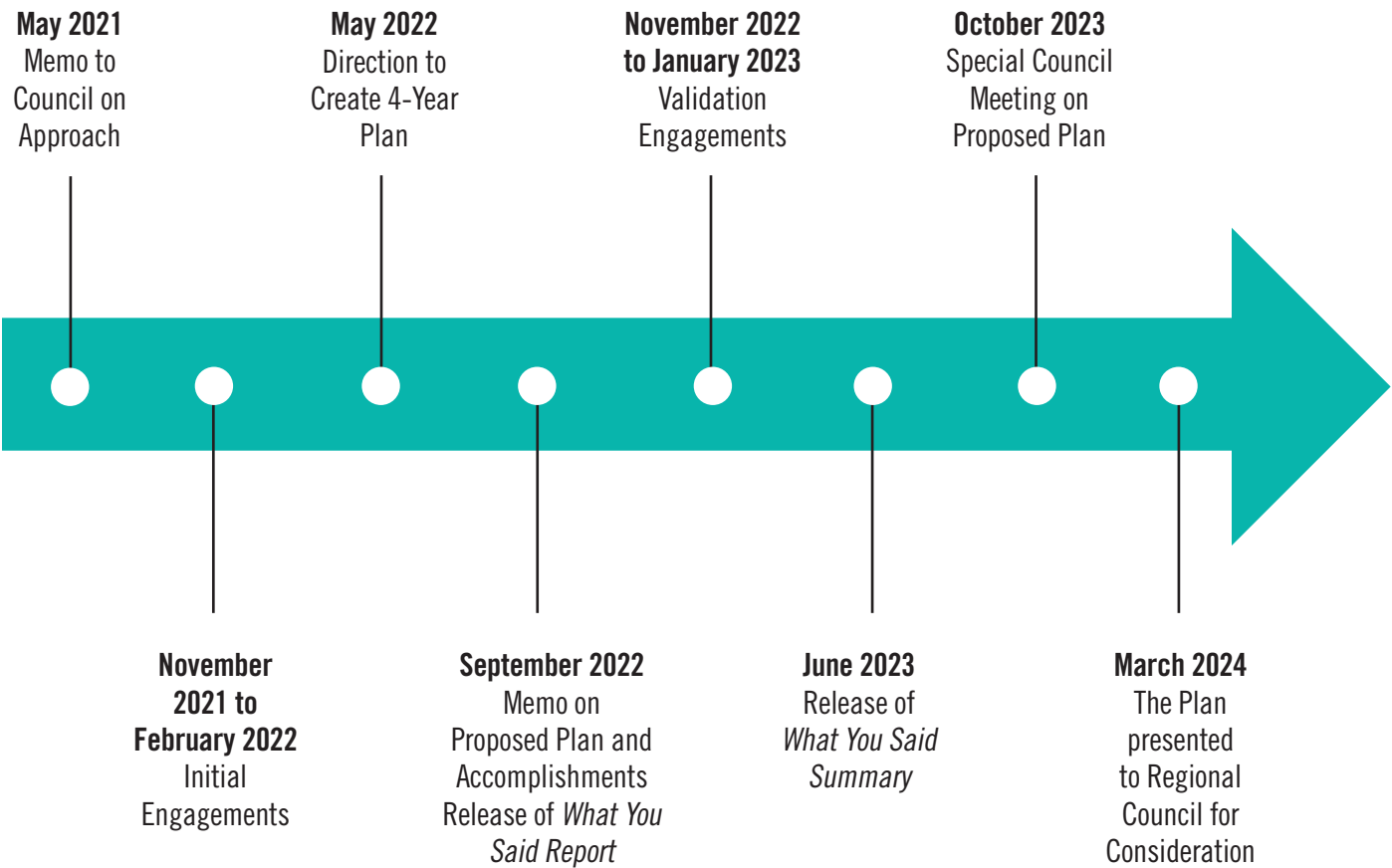
The Plan builds on four original guiding principles:

- Evidence-based decision-making
- Partnerships, alignments and collaboration
- Prevention and promotion, and education
- Fiscal sustainability, balance and equity

The fourth principle was broadened to include equity and aligns with our [*Corporate Strategic Plan*](#) commitments to equity, diversity and inclusion to those we serve and who serve others. This lens helps identify and address barriers that may disproportionately affect equity-deserving or marginalized communities in designing, implementing and evaluating seniors programs.

Key Milestones

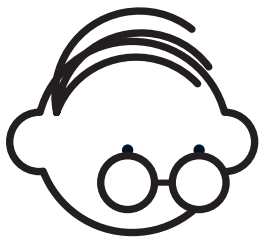
Figure 1: Development of the Plan included the following key milestones



York Region Seniors at a Glance

We evaluated our progress, researched emerging seniors issues and demographic trends to understand and ensure the updated Plan reflects current and future needs of York Region seniors. Infographics based on 2021 Census data.⁴

York Region seniors are growing as a group



200,000
seniors aged 65+ living in York Region – an increase of **23%** over 2016

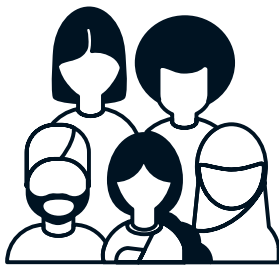
More seniors than children younger than 15

- In the next 30 years (by 2051):**
- York Region’s total seniors population is projected to more than double
 - 75+ population more than triples
 - All Boomers will be 85+

What this means

Responding to health concerns of an aging population will have implications on programs and services provided by the Region with the greatest pressure coming from the growing 75+ population. By 2031, the demand for Paramedic Services is forecasted to increase by 119% over 2021 levels, largely driven by seniors.

York Region seniors are diverse



76% were born outside of Canada

About **18%** do not speak English or French

Top 5 non-official languages most often spoken at home by York Region seniors include Cantonese, Italian, Mandarin, Russian and Tamil

Of almost **54,000** newcomers settling in York Region in last 5 years, approximately 5,400 were seniors

What this means

Our diversity underscores importance of cultural and language considerations when engaging and supporting seniors.

York Region seniors financial wellbeing



The share of seniors living with low-income is growing – **1 in 4** of those experiencing low-income is a senior⁵

Proportion of seniors living with low-income has grown over the last 10 years and reached almost a quarter of the total low-income population

What this means

An increased number of seniors in York Region will similarly increase the proportion of those experiencing low-income. While York Region seniors may report low incomes, they often have access to assets that can be converted to cash (liquid assets), and/or real estate holdings.

York Region seniors place of residence

About **97%** of seniors in York Region live in private dwellings within the community. Of these seniors living in the community:



89% live in households that are owned and 11% live in households that are rented.	Housing affordability is a bigger issue for seniors who are living in renter households, with 47% spending 30% or more of household income on shelter.	14% of seniors 65+ are living alone; 26% being 85+ years old.
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The remaining **3%** of seniors live in collective dwellings (e.g., long-term care homes, retirement homes). Older seniors are more likely to live in collective dwellings than younger seniors, with **63%** being 85 years and over.




What this means

Affordable and accessible community programs, services and housing options are essential to support seniors’ ability to age in the right place based on their personal preferences, circumstances and care needs.

York Region Seniors and Homelessness

Findings published in, [I Count 2021: York Region’s Homeless Count Report](#), revealed the percentage of respondents aged 65 and over reporting homelessness in York Region increased from 4% in 2018 to 8% in 2021. As defined in [I Count 2021](#), homelessness is the situation of an individual or family without stable, permanent appropriate housing, or immediate prospect, means and ability of acquiring it.

York Region Seniors and Disability

 York Region	64,350 seniors or 41.0%
 Canada	1,972,310 seniors or 37.8%
 Ontario	870,360 seniors or 43.1%

In 2017, the proportion of those aged 65 and over living with a disability was reported higher in York Region than in Canada but still lower than in Ontario.⁶

What this means

Importance of building equity considerations into our actions and our advocacy agenda.

Engagements with Seniors, Caregivers, Community Organizations, Staff and Regional Council

Between November 2021 and January 2022, we engaged York Region seniors, pre-seniors, caregivers, senior serving organizations and York Region staff to inform the development of the Plan. Pandemic restrictions at the time required virtual engagements. Additional validation sessions were held in Fall 2022 to reach equity-deserving groups that may have been missed; this included in-person, telephone, and online options. These sessions confirmed proposed direction for the updated Plan and are available in the [“What You Said Report”](#) and [“What You Said Summary”](#).

“Who we heard from”

Fall 2021

9 VIRTUAL WORKSHOPS

with regional staff, and participants from York Region/United Way Seniors Cluster Table, the three York Region Ontario Health Teams, members of the Human Services Planning Board and residents of the Region’s two long-term care homes and their families.

2 VIRTUAL OPEN HOUSES

with seniors and caregivers.

IN 2021, WE HEARD FROM MORE THAN

- 50** staff members
- 50** stakeholders
- 40** seniors and caregivers

1,315 RESPONSES

Online survey engaged seniors, pre-seniors and caregivers with 1,315 responses in total: 900 seniors (aged 65 or over) and 415 pre-seniors (aged between 55 and 64). A similar survey of caregivers received 118 responses.

Fall 2022

38 SENIORS 4 CAREGIVERS

Validation sessions held with 38 seniors and 4 caregivers. Sessions conducted in-person and over the phone to hear from seniors and caregivers with diverse experiences, meeting at a range of locations including drop-in-centres, emergency housing, seniors housing and housing with supports.

VALIDATION SESSION FINDINGS aligned with priorities and concerns identified during the initial engagements and reaffirmed the Plan’s direction.

Quotes in this document were taken from our engagements and will be identified by:

ONLINE PARTICIPANT for online survey

WORKSHOP PARTICIPANT for Fall 2021 workshops and open houses

VALIDATION PARTICIPANT for Fall 2022 validation sessions



Fall 2023

SPECIAL COUNCIL MEETING TO PRESENT PROPOSED PLAN TO SUPPORT SENIORS TO REGIONAL COUNCIL

Regional Council heard how findings from engagements, research and insights from sector experts and community partners informed the Plan. Council was supportive of directions in the Plan and expressed ongoing commitment to supporting the health and well-being of York Region seniors.

Direction for 2024 to 2027 York Region Plan to Support Seniors

The Plan lays out four priority areas and objectives that provide a strategic framework to identify opportunities and address system challenges for seniors living in York Region. The Plan includes actions where the Region has a responsibility and, where responsibilities fall outside of its control, identifies areas where the Region will advocate.

Promising Practice: Pandemic Inspired Digital Innovation

In April 2020, York Region/United Way Seniors Cluster Table formed to bring seniors serving organizations together to address immediate needs of vulnerable seniors and caregivers during the COVID-19 pandemic. Access to technology emerged as a new social determinant of health for seniors and a way for many to stay connected through virtual platforms, programs and online supports.

Members of Seniors Cluster Table were successful in a collaborative funding application for Technology Assistance Support for Seniors (TASS) project, led by Human Endeavour, which provides seniors with easy-to-use tablets and access to a technology support helpline. A subsequent evaluation found that TASS bridged digital gaps, improved seniors well-being, and encouraged learning across generations.⁷ Through additional successful collaborative funding opportunities, TASS has fostered ongoing collaboration with partners post pandemic with further customization of this technology to support people living with mild to moderate dementia and their caregivers.



Priority Area 1

Keeping Seniors Healthier, Longer

Objective: Provide seniors, caregivers and staff supporting seniors information to help them improve physical activity and social connectedness, and slow decline of, or prevent chronic disease.

WHY THIS IS IMPORTANT

The Region will provide information about programs and services for seniors to support them in making informed choices about health and wellbeing. Supporting healthy lifestyles and choices can delay onset and severity of disease and protect one's ability to remain independent in the community.

For Canadian seniors, the likelihood of living with two or more prevalent chronic conditions increases as they age, impacting about one-third of people aged 65 to 74 and almost half of those over 85.⁸ The onset of dementia, an umbrella term for several diseases affecting cognitive abilities and behaviour, can add further complexity to managing multiple health needs with almost 950,000 Canadians projected to have dementia by 2030.^{9,10}

Age related declines can affect a person's ability and interest to stay informed and connected. A person's health status can also be affected by social, political, and economic factors. Seniors facing low-income, experiencing homelessness, limited ability to communicate in English and other equity issues can experience greater risk for social isolation and related consequences, including poor mental health, earlier onset of chronic disease, and cognitive decline. Changes in sensory abilities (vision, hearing), and loss of social supports can also affect one's ability to find information and access programs.

WHAT WE LEARNED

Not knowing about available services is a significant barrier to accessing programs and services. In the online survey, just over half of seniors and almost two-thirds of caregivers said that not knowing what was available was a major barrier to accessing programs and services.

The Region offers a range of services to help seniors stay healthy, safe, and independent (see **Appendix B**). Communicating information on supports available early, and using accessible formats (vision, hearing) platforms and events will increase knowledge and keep seniors healthier, longer.

Key highlights from engagements

Promising Practice: Denmark's annual nurse home visit program

Denmark has a national program of preventative nurse home visits. Anyone who is 75 can receive one free nurse home visit, flexible visits up to the age of 79 and then at least an annual visit for those 80 years of age and older. "These visits are an opportunity for assessing functional ability and potential needs for support of older people and for offering information and guidance to enable older people to remain independent for longer".¹¹

"One of the most common sentences that I hear from clients of all ages, not just seniors, is that I didn't know this service existed."
– WORKSHOP PARTICIPANT

"I would like to know about supports to assist with senior loneliness and isolation when living independently. What can we do to ensure seniors do not feel alone in their journey?"
– ONLINE PARTICIPANT

"Trying to avoid the crises is so important – we need information so we can avoid crisis"
– VALIDATION PARTICIPANT

Aligning actions with need

To support seniors to stay healthy and connected to programs, services and the communities where they live, Public Works is prioritizing targeted communication of services to raise awareness for seniors.

Public Works Supporting Seniors

Public Works will leverage its extensive community and municipal partnerships to provide information directly to seniors about services and programs. Campaigns will continue to be proactive in engagements using print and digital media, including accessible formats. Print formats include postcards that can be shared at senior's fairs or posters that are put up in common areas of senior's buildings and activity centres.

Examples of programs and services to raise awareness with seniors include:

- [Mobility On-Request Transit Services 65+](#): provides on-request transit service for seniors 65 years and older, within 5 km of their home. This service is offered throughout York Region for seniors who want to try taking public transit using a smaller vehicle that picks seniors up at home
- [MyRide Travel Training](#): provides travel training for customers of all ages and abilities who need additional knowledge and skills to use YRT independently
- [Discounted YRT Seniors Fare](#): seniors aged 65+ are eligible for the senior fare when paying with PRESTO or YRT Pay/Transit App. Starting January 1, 2024, senior travellers can ride YRT for free after 28 trips in a calendar month, using PRESTO
- [Be Visible. Be Seen](#): highlights importance of pedestrians being visible to motorists especially during darker hours. Safety messaging is included for intersections and crossing the street safely. Tips can be found on [traffic safety program webpage](#)
- [York Regional Forest Accessible Trails](#): four trails accessible to wheelchairs, strollers and other assistive devices that are wider, clear of large obstructions and graded for ease-of-movement

WHAT WE WILL DO

We will communicate health and wellness program information and advocate for home visits.

A key element of the Plan is being proactive. This means connecting with seniors early to provide information that can help support their wellbeing, independence and where to go in a crisis.

To advance this Priority Area we will:

ACTIONS	OUTCOME
Communicate information on healthy aging to raise awareness with seniors, caregivers and staff to help seniors stay healthy and connected	Seniors provided with information to improve their health/ well-being and promote better access to information and services
Communicate information on York Region Public Works services to raise awareness with seniors, caregivers and staff to help seniors stay healthy and connected	
Advocate to the Province for annual health professional in-home or supported virtual visits for seniors 75 years of age and over	Seniors are connected to services to support them to live well and age in the right place



Priority Area 2

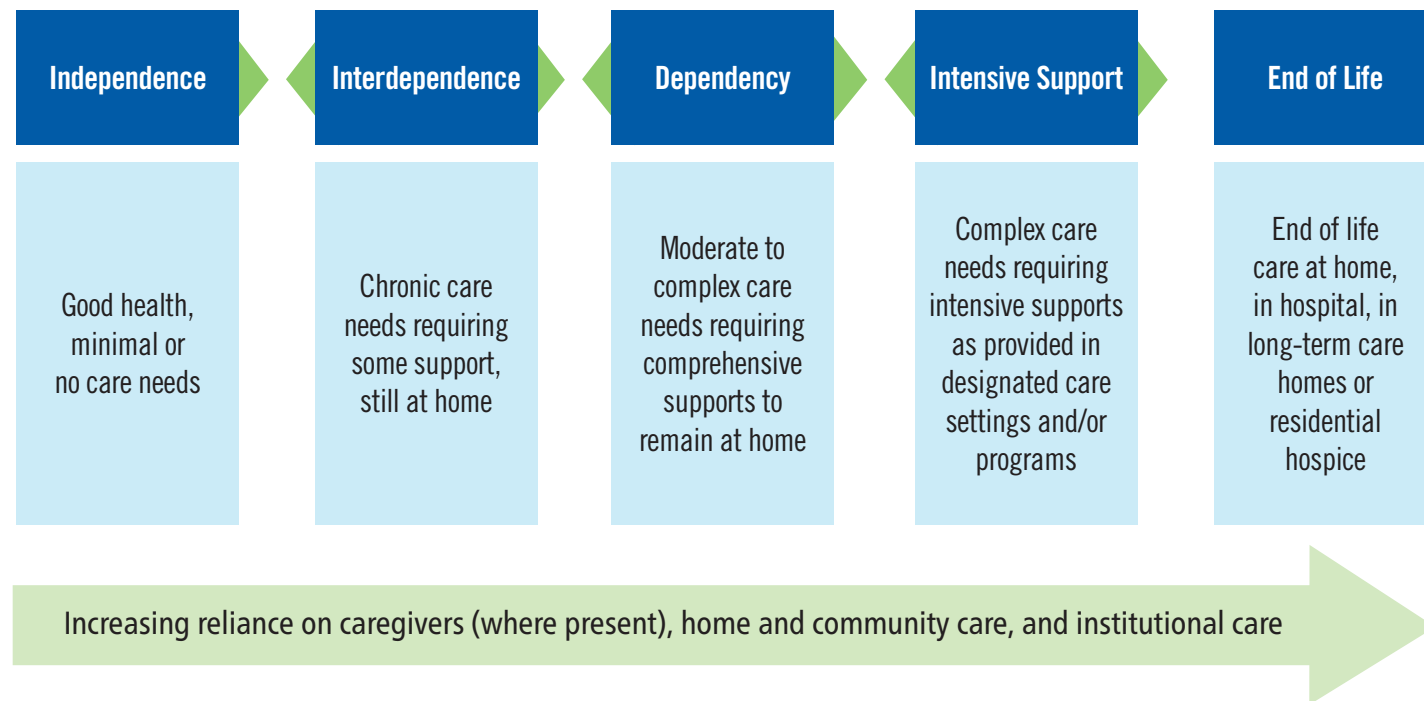
Supporting Seniors to Live in Age-Friendly, Complete Communities

Objective: Better integrate services for seniors

WHY THIS IS IMPORTANT

It is important to support seniors across a broad continuum of health and social care. The majority of seniors in Canada live in the community and wish to remain close to family, friends and chosen communities as they age. Complete communities are designed to address the needs of people of different ages, abilities, backgrounds and interests, and to be accessible, dense and walkable, where most amenities are in close proximity, and meet people’s needs for daily living through their lifetime. Senior friendly housing options are also an important consideration as outlined in [Getting Better with Age](#). Aging in the right place for one’s own circumstances, preferences and care needs can involve a range of programs, services and supports along a continuum of care that can fluctuate over time.^{12,13}

Figure 2: Seniors Health and Social Care Continuum



Actions and advocacy in the Plan are considered through a broader seniors health and social care continuum (see Figure 2) – a high-level framework to support analysis and understanding of varied needs across an aging population.^{14,15,16,17} It shows that increasing complexity of need can significantly impact a person’s ability to live independently, type of care they may require, and potential care setting options. Seniors may not move through each stage of the continuum, and some may have higher level needs before they reach the age of 65.

WHAT WE LEARNED

Seniors want to age in the right place and long-term care homes, should not be a default option. Most seniors want to age in place in their own home or community.¹⁸ For this to be feasible, a diverse range and intensity of support across the health and social care continuum is necessary.¹⁸

Key highlights from engagements



Home care and long-term care homes are key components of the health and social care continuum.

In 2021, the Provincial government announced the addition of 30,000 long-term care beds by 2031 and improvements in care. Expansion and improvements of long-term care may not be sufficient to meet the growing number of high needs seniors eligible for placement. The Region’s [November 2020 Forecast for Long-Term Care and Seniors’ Housing Implications](#) predicted rapid growth of the seniors population, particularly the 75+ population, would result in an unmet need of 14,954 long-term care beds across York Region by 2041.¹⁹

Even with Provincial announcements of almost 3,500 new long-term care beds and roughly 350 upgraded beds for the Region as of October 2023, the gap between need and beds will remain. Additional investments are needed in age-friendly community-based care supports, affordable housing options and preventative assisted living programs that combine housing with supports. Working with our municipal partners, the Region will advocate to secure Provincial funding to address housing affordability challenges and infrastructure needs in our communities.

Even when age-friendly supports exist, timely access to information about and integration of these services is often poor. This lack of awareness can lead to potentially avoidable 911 calls, visits to emergency departments, hospitalization, or long-term care placement when community-based options may have served seniors and caregivers better, if available.²⁰

Promising practices to support aging in the right place

The report *It's Time to Unleash the Power of Naturally Occurring Retirement Communities in Canada* explores Naturally Occurring Retirement Communities (NORC) as a housing model that can help support older Canadians age in the right place by bringing a mix of proactive services and supports to buildings and neighbourhoods that house 30% or more older adults.^{21,22} Learnings from NORC initiatives and related research can inform development and scaling of this preventative model across urban and rural settings.



Aligning actions with need

To better integrate services for seniors and support them to live in age friendly, complete communities, the Region will continue to deliver innovative paramedic and community paramedicine services to support seniors in the community.

Community paramedicine improves quality of life

York Region Community Paramedics are improving quality of life for seniors and creating efficiencies in access to health care by providing more care at home. In November 2020, Community Paramedicine for Long-Term Care program launched in five communities across the Province, including York Region. In partnership with paramedics, it provides care to residents living with chronic and complex needs.

Participating paramedics received additional training in pre-emergency care, specialized geriatric education, and more. By providing proactive non-emergency care services for seniors on the long-term care wait list, the program improves quality of life, minimizes wait list growth and duration, reduces calls to 911 and avoidable hospital visits, and relieves pressure on broader health care system. In-home services benefit other seniors too, helping them stay safe in the comfort of their own homes and communities for longer. The program is fully funded by the Province and operated in partnership with local municipalities. Most recent data from January 2020 to August 2023 shows in-home or virtual supports were provided 5,491 times. There were also 6,171 client referrals to other services.

The Region seeks to continue and expand this program within new seniors buildings across York Region identified as requiring additional supports based on emergency call volume.

WHAT WE WILL DO

Integrating services across the continuum of health and social care services is key to supporting seniors and will require improvement in services such as more and better housing options, resources in the community, home and community care and better supports for caregivers. The Region will advocate for greater collaboration and innovation across partners and levels of government to create an accessible range of options to support seniors to age in the right place.

To advance this Priority Area we will:

ACTIONS	OUTCOME
Complete design, and construction and operationalize the seniors hub and community centre located in Unionville Commons	Improved access to services to support health, well-being and enable seniors to age in the right place
Develop policies and programs that link built environment to healthy aging	Improved health and well-being of seniors through built environment
Deliver innovative paramedic and community paramedicine services to support seniors in the community	Seniors are supported in their homes for as long as possible through preventative and responsive care
Engage with seniors' networks to inform development of Affordable Private Market Housing Implementation Plan (AHIP)	Worked with partners to increase supply of affordable private market housing that seniors would have opportunity to access
Explore opportunities to enhance and continue programs that support seniors' access to York Region Transit (YRT)	Provided more equitable access to transportation
Advocate for improved policy planning and funding across a supportive seniors continuum of health and social care	Improved program delivery and policy planning for advancing seniors' needs in their communities
Advocate to the Province for sustainable funding to expand Community Paramedicine programs	Seniors supported in their homes for as long as possible through preventative and responsive care



Priority Area 3

Connecting Seniors and Caregivers to Right Programs and Services at Right Times

Objective: Improve system navigation for seniors

WHY THIS IS IMPORTANT

Making the system easier to navigate, especially for older seniors who may have more serious health issues, fewer social connections and potential challenges with technology, leads to better outcomes for individuals and the system as a whole.

The Region, through Access York and in collaboration with community partners and local Ontario Health Teams, has an important role to play to improve navigation systems for seniors. For seniors, caregivers and service providers, accessing the right programs and services involves navigating a complicated and fragmented system. Easing the burden of navigation requires better access to information, greater integration of services, and consideration of seniors access to and ability to use technology and other methods of navigation support.

WHAT WE LEARNED

During our engagements participants shared their frustration with finding what programs and services are available, difficulties accessing them and a need for system wide improvements to integrate health and social supports. Improving navigation and care-coordination is especially important for vulnerable seniors experiencing frailty, social isolation, low-income, disability, precarious housing or homelessness.

The pandemic highlighted gaps in siloed systems supporting seniors and amplified the risk for vulnerability. To help address these gaps, York Region/United Way Seniors Cluster Table, a network comprised of seniors service providers, came together to navigate and support immediate needs of vulnerable seniors including initiatives to connect seniors to services and supports targeting food security, access to culturally appropriate food, vaccination clinics and being able to communicate information in one’s own language.

Key highlights from engagements

“I am not aware of a single source for seniors to access information on available services and programs. If there is such a source, it needs to be communicated and promoted.”
– ONLINE PARTICIPANT

“Loneliness is known to be physically and emotionally devastating for seniors, and people in general.”
– ONLINE PARTICIPANT

“There are still some clients out there that don’t feel comfortable using technology... how do we support these seniors?”
– WORKSHOP PARTICIPANT

“If you are homeless on the street, where do you go to have a cell phone or another device to use it...where do you plug in your phone or tablet to apply for housing? You can go to the library, but then Covid happened. [Coffee shops] maybe, but that’s unreliable.”
– VALIDATION PARTICIPANT

The pandemic also raised awareness of disparities in access to technology and digital literacy. While technology is a potential solution for accessing services and reducing isolation, supports are needed to address barriers that many seniors can face.

Changes to Home and Community Care Support Services

There are 58 Ontario Health Teams (OHTs) in the Province tasked to provide improved ways of organizing and delivering care that is more connected to patients in their local communities. Under OHTs, health care providers and partners aim to work as one coordinated, collaborative team – no matter where they provide care. To support this work, the Province is investing over \$128.2 million to provide every Ontario Health Team, including all three York Region OHTs, with up to \$2.2 million over three years to better coordinate people's care.

Three OHTs operate in York Region ([Eastern York Region North Durham](#), [Northern York South Simcoe](#) and [Western York Region](#)). York Region is a member of Eastern York Region North Durham and Northern York South Simcoe OHTs and works in close partnership with Western York Region OHT. As a member and close partner of the OHTs, the Region collaborates with hospital and community partners on innovative approaches that support the health and well-being of York Region residents of all ages and stages, including seniors and caregivers.

On [October 4, 2023](#) the Ontario government tabled [Bill 135](#), Convenient Care at Home Act, 2023 to consolidate the 14 Home and Community Care Support Services organizations into a single organization – Ontario Health atHome – and will make OHTs responsible for connecting people to home care services starting in 2025. Ontario Health atHome will provide home care plans through OHTs ensuring individuals know the care they will receive and when before being discharged from hospital. Ontario Health atHome will also provide placement services for long-term care. Bill 135 received Royal Assent in December 2023.

An initial group of [12 OHTs](#), none from York Region, were chosen to accelerate work to deliver home care in their local communities starting in 2025. The Ministry of Health will support them with an additional \$6.2 million in 2023-24.

The plan to modernize home care aligns with priority areas of our Plan. Given that York Region, the three York Region OHTs and the Province are each striving to ensure our residents are healthy and supported across the health and social care sectors, and with strong partnerships in place and innovative solutions underway, there is much to gain by including all three York Region OHTs in the accelerated group to advance the delivery of connected and convenient care. Together we will continue to leverage our synergies with all three partner OHTs to enhance access to services, support seniors to age in the right place, improve system navigation and break down silos across health and social care sectors.

Aligning actions with need

To improve system navigation for seniors, the Region's Housing Services Branch supports applicants with more immediate needs through referrals to available services and resources.

Case Example of Supporting Holistic Needs

A senior couple living in subsidized housing in Richmond Hill, were coping with mental health challenges and had fallen behind in paying their rent. After learning about this household's situation, Housing Services helped the household complete an assessment of their financial situation. It was determined one member of the household was receiving support from Ontario Disability Support Program (ODSP) and the other household member, who is over 65 years old, was receiving funds from Canada Pension Plan (CPP) and Old Age Security (OAS). The family was also helped to complete their taxes. It was discovered one household member was not receiving all of his seniors benefits nor had he received them for a number of years. Staff were able to connect the household to these seniors benefit back-payments as well as ongoing monthly installments.

By providing information and referral to key services this household was able to avoid homelessness, pay-off their rent arrears, afford their monthly rental payments, and increase their monthly grocery budget so they could eat healthier.

Educational workshops for wait list applicants on accessing key supports for seniors is identified as an action in the Plan.

WHAT WE WILL DO

The Region, through Access York and in collaboration with community partners and local Ontario Health Teams, has an important role to play to improve navigation systems which will improve lives of seniors.

To advance this Priority Area we will:

ACTIONS	OUTCOME
Promote Access York to seniors and caregivers as a central access point for York Region and community resources	Connected seniors and caregivers in need with appropriate services
Advance accessible seniors focused self-serve tools on York Region website to search for York Region and community resources	
Share knowledge and training on seniors specific resources on York Region navigation tools with regional staff and local municipalities	
Collaborate with Ontario Health Team Partners to develop an access and navigation model for a seamless approach to senior specific customer information and referrals	
Develop a York Region specific navigation guide for seniors	
Help connect subsidized housing wait list applicants, including seniors, to available programs and resources while they wait for housing	Seniors (60+) on subsidized housing wait list were supported to connect to financial benefits and resources to which they are entitled, supporting income stabilization and providing resources while they wait for subsidized housing options
Review Regional Low-Income Seniors and Persons with Disabilities Tax Relief program	Supported evidence-based decision making
Incorporate a seniors lens to support development and implementation of proposed York Region 2024 to 2027 Plan for Newcomer Inclusion	Strengthened processes for seniors lens in newcomer-focused community planning and implementation to reflect their needs
Expand broadband infrastructure in York Region to enable access to high-speed internet in underserved communities	Expanded broadband infrastructure to support internet options for seniors and caregivers in underserved areas to stay connected
Promote and collaborate with organizations that provide digital access/technology and technology training for seniors	Supported seniors to stay connected through better access to digital information and improved connectivity
Advocate for Provincial investments to sustain, scale and spread programs and supports that enhance seniors access to digital technology	Supported seniors to stay connected through better access to digital information and improved connectivity



Priority Area 4

Improving Coordination, Organization and Planning of Services for Seniors

Objective: Collaborate on and support strategic improvements for overall system supporting seniors

WHY THIS IS IMPORTANT

The Region, as one of many players in the complex system serving seniors, will:

- Advocate for better coordination of services provided to seniors
- Work to improve delivery of our own programs and services for seniors, and
- Collaborate with and, where possible, build capacity of community partners

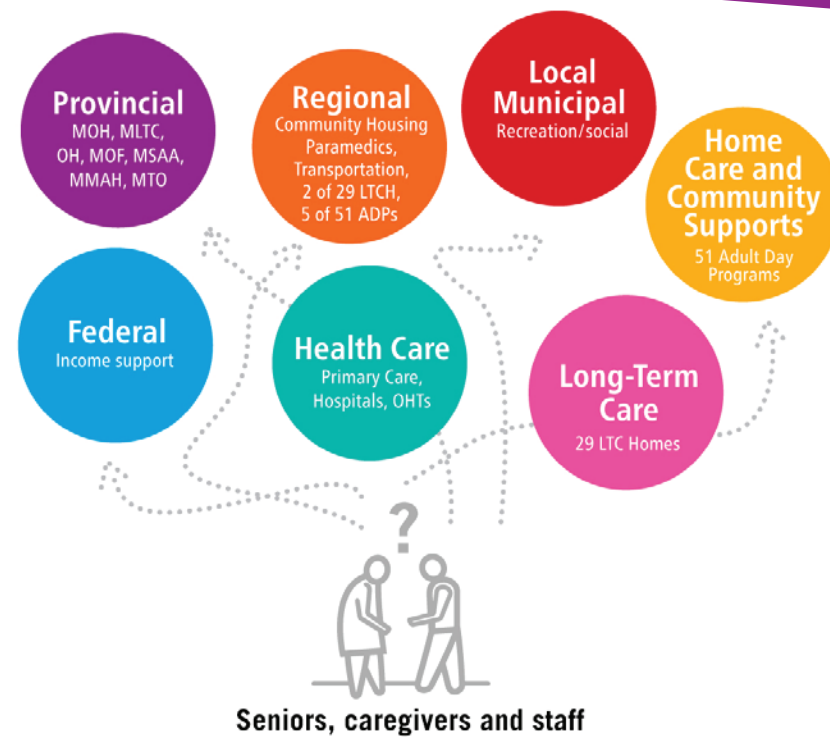
The previous three sections have described the impact of the complex and fragmented health and social care system and need for improved communication and integration of services to improve access to information and services while also reducing burden of navigation.

The most frequent feedback heard from York Region seniors and caregivers is that while there are many services available, it is very hard to learn about, find and access them.

Figure 3:
Current State

In a fragmented system, seniors have to navigate multiple service providers to find and access the services they need.

Note: Diagram intended to provide illustrative examples for York Region Seniors, not an exhaustive list of programs and services.



Currently, there is no coordinating body focused on the needs of seniors with responsibility to fund, plan, and improve seniors' services across a continuum of need. Figure 3 above and an illustrative chart – [A York Region Perspective of Government Structures and Services that can Support Seniors](#) – show services that supports for seniors' health and well-being are the responsibility of many different levels and branches of government, and delivery of programs and services is fragmented across many health care, home and community care, long-term care, and municipal and regional programs.

In contrast, structures like a "service system manager" offer a more cohesive approach for improved coordination and integration of services across the continuum to simplify navigation journeys for those in need. Service system managers are given authority by the Province to work across silos to plan, manage and fund social services like employment and income support, children's services, social housing, and homelessness programs ensuring they are better integrated, and outcomes driven.²³

The importance of integrating programs and services is described by Ontario Municipal Social Services Association (OMSSA) in their [Human Services Integration in Ontario paper](#).²⁴

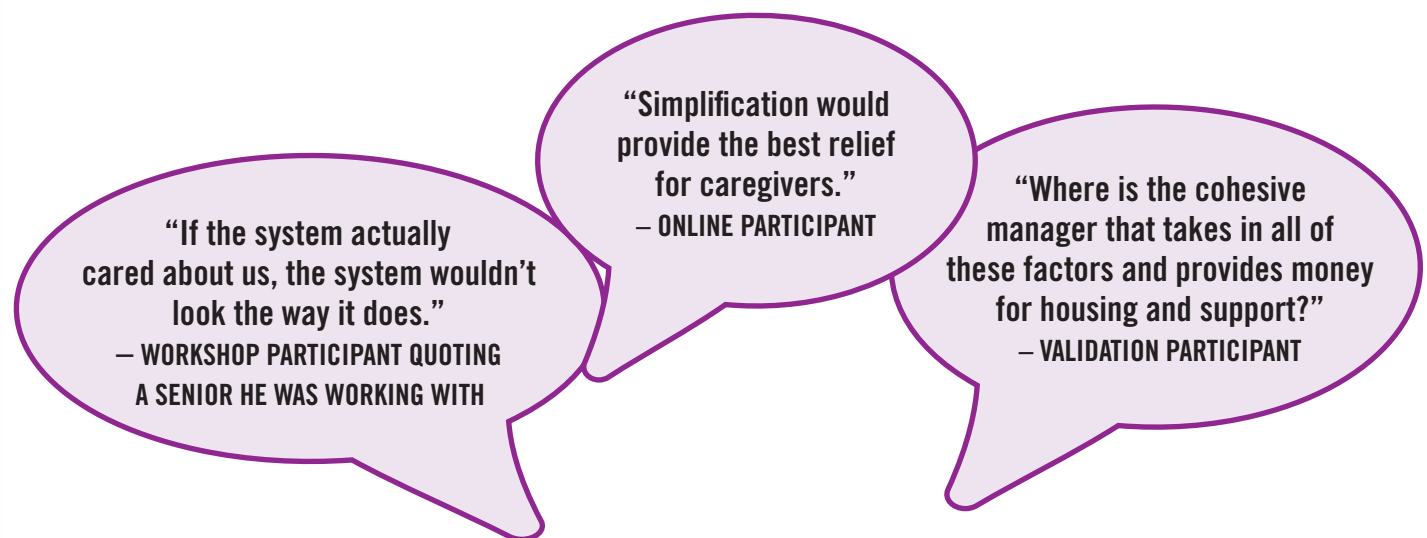
- "In a siloed system, those seeking services have difficulty navigating through a complex web of programs and supports. A person-centred approach to Human Services Integration will improve outcomes, improve efficiencies, and improve the overall client experience in a manner that is flexible meeting local needs" (pg. 2)
- "There are many benefits to health and human services integration. Opportunities to reduce costs, duplication, administration, and reporting exist but the focus should remain on improving outcomes and serving people" (pg. 16)

The Plan recommends a better integrated approach be considered for the overall system supporting seniors.

WHAT WE LEARNED

Collaboration with our community partners and end user-design are essential to successful innovation and integration. In our engagements, community partners noted challenges of a complicated system and continued need for better integration of services. They appreciated the Region's efforts during the pandemic to build collaboration with the community organizations and thought this role should continue. We also heard that seniors want to be more engaged and involved with finding solutions. This means collaborating with a wide range of community members, including York Region residents and partners, to develop and implement solutions to system challenges.

Key highlights from engagements



The Region has been advocating to the Province to establish a "service system manager" role or Provincial "coordinating body", to better plan for and integrate the seniors service sector, including adequate funding and resources. While a coordinating body may not be able to fully integrate services, they would be able to identify and drive system improvements to lessen navigation burden on seniors.

The Region recognizes our own services can be better aligned to address the diverse needs of seniors, including those who may be at elevated risk of or experiencing crisis. The Region is exploring how best to assist some of our most vulnerable seniors through a Vulnerable Seniors Network (VSN) to address the needs of those at elevated risk of experiencing crisis including homelessness.



Aligning actions with need

To collaborate on and support strategic improvements for the overall system supporting seniors, in the Fall 2022, the Region launched the York Region Integrated Response for Vulnerable Seniors Network (VSN) pilot. This pilot is aimed at supporting vulnerable seniors, aged 50 years or older, in crisis (non-911 calls) facing elevated or immediate safety risks including those related to housing and shelter. By bringing together twelve of the Region’s programs, they quickly assess and stabilize a client’s immediate needs, make referrals, and collaborate across internal programs to prevent future crisis.

Results from the pilot will be shared to inform other initiatives that align services to meet the diverse needs of seniors.

Vulnerable Seniors Network Case Example*

Mr. Steve lived in his apartment for decades, with rent geared to his government pension. His unit had become dangerously cluttered, unkempt, and presented fire safety breaches, and his landlord was concerned Mr. Steve could no longer safely live in that condition. Community members had, more than once, called 911 because Mr. Steve was confused and wandering in the neighbourhood dressed inappropriately for winter weather.

A social worker from Housing Services was assigned to support Mr. Steve, and because of numerous calls to 911, community paramedics had also begun visiting him. These service providers realized that Mr. Steve required assistance beyond capacity of their individual programs, so a referral was made to VSN. Working in collaboration, VSN intervention team drew on knowledge and expertise of its members, including Access York, community paramedics, the social worker, York Regional Police (YRP) and York Region Transit. The team was concerned that Mr. Steve was experiencing dementia-like symptoms affecting his ability to handle important activities like housekeeping, personal care, and financial decisions. Through advocacy by VSN, Mr. Steve was able to receive critical medical care he required in a moment of crisis and was also supported in his move to a long-term care home where he receives 24-hour medical care he requires, and love and attention he deserves.

*Names and relationships have been altered to protect privacy

WHAT WE WILL DO

We plan to improve our own systems serving seniors, assist where we can in building capacity of our community partners and advocate for better coordination.

The Region will continue to engage with seniors and organizations serving seniors including community agencies and Ontario Health Teams, to develop, design, and implement actions and advocacy in the Plan. We will continue to advocate for an integrative role to improve system navigation across the health and social care continuum.

To advance this Priority Area we will:

ACTIONS	OUTCOME
Implement York Region Integrated Response for Vulnerable Seniors Network (VSN)	Stabilized vulnerable seniors in immediate crisis, including those experiencing homelessness, with needs-based solutions, wrap-around care and harm-reduction approaches to minimize potential for future crises
Evaluate VSN and share learnings York Region wide	Regional services aligned with client needs
Develop tools and products that allow sector stakeholders access to current evidence and data on York Region seniors to inform program planning	Supported evidence-based decision making
Provide education and training opportunities to long-term care home staff and community partners in York Region serving seniors and caregivers	Staff serving seniors and caregivers feel more equipped to support their needs
Strengthen and modernize the way we work with, and deliver services to seniors in the Region’s two long-term care homes and Adult Day Programs	Modernized operations and care planning leading to improved care for seniors
Advocate to the Province to establish a service system manager for seniors programs and services	Improved coordination of currently fragmented seniors services sector

The Way Forward

The actions and advocacy agenda outlined in the Plan to Support Seniors set a path for current and future seniors and caregivers to remain active in their community throughout their aging journey – living their lives to the fullest with independence, health and dignity.

The Plan is designed to be flexible so that changes in needs of seniors can be accommodated while we continue to work toward the goal of a more sustainable and resilient system that supports seniors to age in the right place in their own homes and local communities.

The Region will update the Plan every four years at the start of each term of Council by reviewing and confirming priority areas and objectives for each, aligning with directions in the broader Corporate Strategic Plan and other departmental/program plans. Achievements of the previous Plan will inform and set the foundation for the next four years, noting that some actions may take longer than others to complete or will continue.

Monitoring and reporting for this Plan will take place throughout the four-year implementation cycle, with bi-annual progress reports to Council in Spring 2026 and Spring 2028. An updated Plan will be presented to Council for consideration in 2028.

The Region is well positioned to continue to work collaboratively with other levels of government, including local municipalities, and community organizations to wrap care and supports around seniors, that improves health and well-being, keeps them connected to their communities, and able to age in the right place. The 2024 to 2027 York Region Plan to Support Seniors provides opportunity for seniors in York Region to receive the best possible supports and services through ongoing adjustments and quality improvements to our own programs and services and a strong and defined advocacy agenda to improve the broader system.



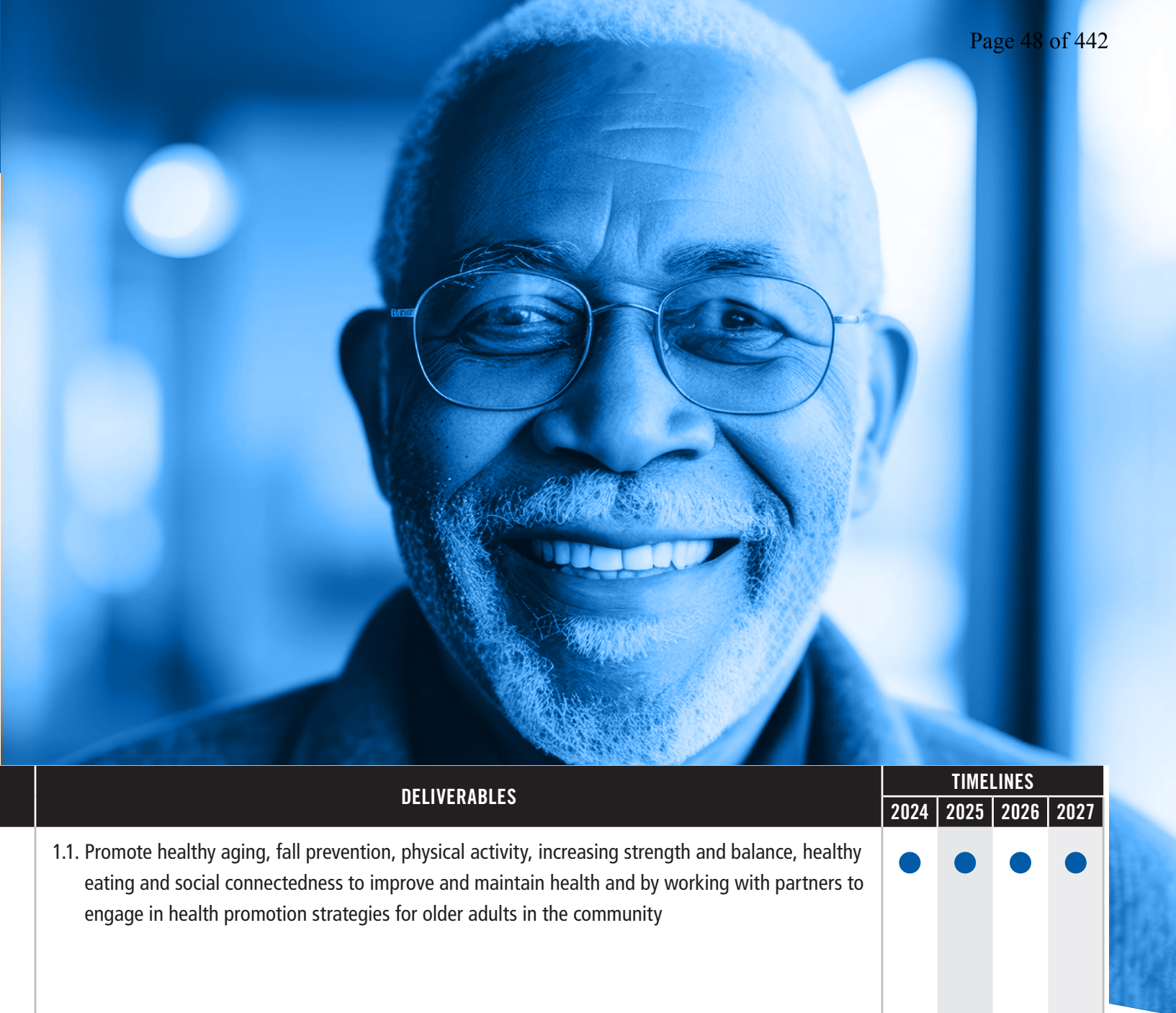
Appendix A

Priority Areas and Actions for the 2024 to 2027 York Region Plan to Support Seniors: Navigating Forward Together

Monitoring and reporting for the 2024 to 2027 York Region Plan to Support Seniors will take place throughout the four-year implementation cycle. Bi-annual progress reports to Council will begin Spring 2026 and Spring 2028, reporting on activities as identified in tables below. Some targets remain under development (identified as TBD) as new baselines are established or actions evolve over time and will be included in bi-annual reports as appropriate.

Priority Area 1: Keeping Seniors Healthier, Longer

Objective: Provide seniors, caregivers and staff supporting seniors information to help them improve physical activity and social connectedness, and slow decline of or prevent chronic disease



ACTIONS	PERFORMANCE MEASURES	DELIVERABLES	TIMELINES			
			2024	2025	2026	2027
1. Communicate information on healthy aging to raise awareness with seniors, caregivers and staff to help seniors stay healthy and connected	<ul style="list-style-type: none"># of program resources updated or revised Target: 2 resources updated or revised annually# of engagement opportunities (e.g., Health Fairs and displays) attended Target: 5 engagements planned and delivered annually# of awareness raising media initiatives (e.g., social media, campaigns, etc.) Target: 5 initiatives planned and delivered annually	1.1. Promote healthy aging, fall prevention, physical activity, increasing strength and balance, healthy eating and social connectedness to improve and maintain health and by working with partners to engage in health promotion strategies for older adults in the community	●	●	●	●
2. Communicate information on York Region Public Works services to raise awareness with seniors, caregivers and staff to help seniors stay healthy and connected	<ul style="list-style-type: none"># of campaigns in fiscal year Target: 2 senior focused Public Works campaigns annually# of other campaigns that were assisted by Public Works Target: TBD based on other Regional campaigns	2.1. Public Works communication campaigns targeted towards seniors	●	●	●	●
3. Advocate to the Province for annual health professional in-home or supported virtual visits for seniors 75 years of age and over	<ul style="list-style-type: none">Seniors Cluster Table and clients engaged Target: 1 engagement held annuallyHuman Services Planning Board engaged Target: 1 engagement held# of Council endorsed submissions and advocacy Target: TBD	3.1. Jurisdictional scan and research of advocacy agendas for other municipalities, community partners and sector associations 3.2. Advocacy Toolkit created awareness and navigation	● ●	● ●	● ●	● ●

Priority Area 2: Supporting Seniors to Live in Age-Friendly Complete Communities

Objective: Better integrate services for seniors

ACTIONS	PERFORMANCE MEASURES	DELIVERABLES	TIMELINES			
			2024	2025	2026	2027
4. Complete design and construction and operationalize the seniors hub and community centre located in Unionville Commons	<ul style="list-style-type: none"> # of stakeholders and residents engaged for needs assessment Target: Feedback provided by 190 residents and 19 different partner organizations for the needs assessment (Completed) Advisory Group membership reflects diversity as identified in terms of reference Target: Advisory Group recruitment completed 	4.1. Complete an updated needs assessment 4.2. Establish Advisory Group to provide input and advice on programming 4.3. Establish partnerships and programming based on findings of needs assessment 4.4. Complete seniors hub and community centre design and construction 4.5. Open hub and community centre and oversee the provision of services to residents 4.6. Evaluate programming	●			
			●			
			●	●		
			●	●		
					●	●
					●	●
5. Develop policies and programs that link the built environment to healthy aging	<ul style="list-style-type: none"> # of municipalities supported Target: 3 municipalities supported annually # of networks and advisory committees supported Target: 2 networks and advisory committees supported annually 	5.1. Public health will engage in health promotion activities and support the inclusion of health outcomes for all ages (including seniors) in Regional and municipal community and transportation planning connecting built environment and healthy aging	●	●	●	●
6. Deliver innovative paramedic and community paramedicine services to support seniors in the community	<ul style="list-style-type: none"> # of seniors served in palliative care program Target: TBD based on patient population needs # of seniors served by community paramedicine Target: 3,000 seniors to be supported annually # of paramedics that received palliative care training during annual recruitments Target: TBD based on annual Paramedic Service recruitment intake # of external partner and collaboration networks attended Target: 10+ collaboration meetings annually 	6.1. Implement and report on the Paramedic Palliative Care Program 6.2. Offer new or enhanced services to help seniors as funding permits 6.3. Deliver training to paramedics on how to support seniors in the community 6.4. Participation in Regional working groups and/or tables that support seniors within the community	●	●	●	●
			●	●	●	●
			●	●	●	●
			●	●	●	●
7. Engage seniors' networks to inform development of the Affordable Private Market Housing Implementation Plan (AHIP)	<ul style="list-style-type: none"> Seniors Cluster Table engaged in the development of the proposed AHIP Report Target: 1 Seniors Cluster Table engagement for input Target: 1 Seniors Cluster Table update 	7.1. Preliminary AHIP Directions and Options presented to Housing Affordability Task Force (HATF) 7.2. Proposed AHIP staff report	●			
			●			
8. Explore opportunities to enhance and continue programs that support seniors' access to York Region Transit (YRT)	<ul style="list-style-type: none"> Analysis completed by end of 2024 Target: Review of Transit Assistance Program (TAP) program conducted MOR 65+ adopted as a permanent program Target: Adopted # of annual trips taken by seniors in York Region Target: Review through the service plan and consultation process annually 	8.1. Complete analysis on the possible expansion of the TAP to those 65+ years of age 8.2. YRT to provide Mobility On-Request 65+ service for senior residents	●			
			●	●	●	●
9. Advocate for improved policy planning and funding across a supportive seniors continuum of health and social care	<ul style="list-style-type: none"> Seniors Cluster Table and clients engaged Target: 1 engagement held annually Human Services Planning Board engaged Target: 1 engagement held # of Council endorsed submissions and advocacy Target: TBD 	9.1. Jurisdictional scan and research of advocacy agendas for other municipalities, community partners and sector associations 9.2. Advocacy Toolkit created	●	●	●	●
			●	●	●	●
10. Advocate to the Province for sustainable funding to expand Community Paramedicine programs	<ul style="list-style-type: none"> Seniors Cluster Table and clients engaged Target: 1 engagement held annually Human Services Planning Board engaged Target: 1 engagement held # of Council endorsed submissions and advocacy Target: TBD 	10.1. Jurisdictional scan and research of advocacy agendas for other municipalities, community partners and sector associations 10.2. Advocacy Toolkit created	●	●	●	●
			●	●	●	●

Priority Area 3: Connecting Seniors and Caregivers to Right Programs and Services at Right Times

Objective: Improve system navigation for seniors

ACTIONS	PERFORMANCE MEASURES	DELIVERABLES	TIMELINES			
			2024	2025	2026	2027
11. Promote Access York to seniors and caregivers as a central access point for York Region and community resources	<ul style="list-style-type: none"># of new communication campaigns/ways used to promote Access York Target: 1 new campaign planned and developed annually	11.1. Establish plan to promote Access York 11.2. Develop communication material 11.3. Implement the plan 11.4. Evaluate and enhance based on feedback	<div><div></div></div> <div><div></div></div>	<div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>
12. Advance accessible seniors focused self-serve tools on York Region website to search for York Region and community resources	<ul style="list-style-type: none"># of seniors and caregiver services available in self-serve tools Target: TBD as to be implemented in 2025	12.1. Explore available community resource tools 12.2. Assess appropriate tools to promote for seniors and caregivers 12.3. Consult on usability and ease of access with Seniors Cluster Table and other existing seniors/ caregivers-focused tables 12.4. Work with partners to share self-serve tools for senior and caregiver services linked on york.ca 12.5. Evaluate and enhance based on feedback	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>
13. Share knowledge and training on seniors specific resources on York Region navigation tools with regional staff and local municipalities	<ul style="list-style-type: none"># of York Region staff that have received training on service navigation tools Target: All Access York staff offered training <ul style="list-style-type: none"># of local municipal partners that have received training on service navigation tools Target: All 9 local municipal partners trained and resources provided by plan's completion	13.1. Develop knowledge and training resources 13.2. Share resources with regional staff 13.3. Evaluate and enhance training resources based on feedback 13.4. Share resources with local municipal partners		<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>
14. Collaborate with Ontario Health Team Partners to develop an access and navigation model for a seamless approach to senior specific customer information and referrals	<ul style="list-style-type: none"># of referrals by Access York Target: TBD as targets to be developed with OHT partners	14.1. Collaborate on the Eastern York Region North Durham Access and Navigation model development with Ontario Health Team partners	<div><div></div></div>			
15. Develop a York Region specific navigation guide for seniors	<ul style="list-style-type: none">In design and/or engagement:<ul style="list-style-type: none">Seniors Cluster Table engagedTarget: 1 engagement held<ul style="list-style-type: none">Ontario Health Teams engaged (where applicable)Target: TBD<ul style="list-style-type: none">Local municipalities engagedTarget: 1 engagement heldPiloted engaging place-based initiatives as defined by Community Safety and Well-Being Plan (where applicable) Target: 1 engagement held <ul style="list-style-type: none">In distribution:<ul style="list-style-type: none">Ontario Health Teams engaged (where applicable) Target: TBD	15.1. Stakeholder working group (internal and external) established for content development and vetting 15.2. Printable paper-based navigation guide developed and promoted 15.3. Paper-based guide printed and distributed	<div><div></div></div> <div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>		

ACTIONS	PERFORMANCE MEASURES	DELIVERABLES	TIMELINES			
			2024	2025	2026	2027
16. Help connect subsidized housing wait list applicants, including seniors, to available programs and resources while they wait for housing	<ul style="list-style-type: none"># of pilot workshop sessions Target: 5+ workshop sessions# of eligible households on housing wait list notified of pilot sessions Target: 1,000+ eligible households notified	16.1. Methodology and work plan developed for piloting tools and/or processes to connect applicants to resources 16.2. Tracking tools developed to measure pilot process 16.3. Pilot implemented	<div><div></div></div> <div><div></div></div> <div><div></div></div>			
17. Review Regional Low-Income Seniors and Persons with Disabilities Tax Relief program	<ul style="list-style-type: none">Review and assessment complete Target: Analysis completedRecommendations offered Target: TBD based on analysis and financial implications	17.1. Jurisdictional review of Ontario municipalities 17.2. Identification of scope for improvement 17.3. Assessment of financial implications for program options	<div><div></div></div> <div><div></div></div>	<div><div></div></div>		
18. Incorporate a seniors lens to support development and implementation of the proposed York Region 2024 to 2027 Plan for Newcomer Inclusion	<ul style="list-style-type: none"># of seniors serving organizations that participate in collective planning Target: TBD	18.1. Collective action planning will include community organizations whose clients include newcomer seniors	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
19. Expand broadband infrastructure in York Region to enable access to high-speed internet in underserved communities	<ul style="list-style-type: none">YorkNet’s electronic newsletter Connecting Digital Communities shared with seniors organizations to provide updates on construction and the project expansion Target: Bi-annual newsletter and relevant communications shared with seniors organizationsSeniors organizations serving clients in communities where active construction is taking place share YorkNet communications Target: TBD	19.1. Connect with underserved communities and residents to provide timely and relevant updates about the dark fibre network expansion 19.2. Engage in communities where active construction is taking place to provide updates on project status using a variety of communications methods	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>
20. Promote and collaborate with organizations that provide digital access/technology and technology training for seniors	<ul style="list-style-type: none">Jurisdictional scan completed Target: Scan completed# of technology groups identified and explored Target: TBD# of technology focused programs and agencies engaged Target: TBD	20.1. Conduct jurisdictional scan to identify initiatives locally to nationally 20.2. Connect with organizations that provide technology assistance 20.3. Promote relevant programs/organizations to seniors 20.4. Include technology section in navigation guide	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div>	<div><div></div></div>
21. Advocate for Provincial investments to sustain, scale and spread programs and supports that enhance seniors access to digital technology	<ul style="list-style-type: none">Seniors Cluster Table and clients engaged Target: 1 engagement held annuallyHuman Services Planning Board engaged Target: 1 engagement held# of Council endorsed submissions and advocacy Target: TBD	21.1. Jurisdictional scan and research of advocacy agendas for other municipalities, community partners and sector associations 21.2. Advocacy Toolkit created	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div>

Priority Area 4: Improving Coordination, Organization and Planning of Services for Seniors

Objective: Collaborate on and support strategic improvements for the overall system supporting seniors

ACTIONS	PERFORMANCE MEASURES	DELIVERABLES	TIMELINES			
			2024	2025	2026	2027
22. Implement the York Region Integrated Response for Vulnerable Seniors Network (VSN)	<ul style="list-style-type: none"># of general referrals of seniors and pre-seniors (50 years and over) served Target: increased # of general referrals served annuallyFrom a harm reduction perspective, % of clients whose crises have stabilized/ addressed as a result of VSN intervention Target: 85% of clients crises stabilized/addressed annually	22.1. Implement program 22.2. Develop reporting system 22.3. Deliver capacity building sessions with staff	<div>●</div> <div>●</div> <div>●</div>	<div></div> <div>●</div> <div></div>	<div></div> <div>●</div> <div>●</div>	<div></div> <div></div> <div>●</div>
23. Evaluate VSN and share learnings York Region wide	<ul style="list-style-type: none"># of recommendations explored for service improvements and impact Target: 2 service improvements and impact explored annually% of practices updated or enhanced Target: 10% of practices enhanced annually	23.1. Complete report on VSN evaluation and share learnings for continuous improvement 23.2. Develop knowledge transfer and exchange opportunities 23.3. Explore options for scaling pilot	<div>●</div> <div>●</div> <div>●</div>	<div>●</div> <div>●</div> <div>●</div>	<div></div> <div>●</div> <div>●</div>	<div></div> <div></div> <div>●</div>
24. Develop tools and products that allow sector stakeholders access to current evidence and data on York Region seniors to inform program planning	<p>For Deliverables 24.1 to 24.4:</p> <ul style="list-style-type: none">Census profiles and online maps reflect socio-economic and demographic information on York Region Seniors Target: 1 Census Profile and 1 online map completed% of products developed that meet specific information needs of Seniors Cluster Table and stakeholders Target: TBD based on consultation results <p>For Deliverable 24.5:</p> <ul style="list-style-type: none">Community organizations engaged on toolkit Target: Toolkit to 20+ organizationsUsers' assessment of toolkit Target: Assessment Completed	24.1. Develop a comprehensive socio-economic, demographic profile of seniors (65 and over) in York Region based on 2021 Census data 24.2. Develop an online map with data of York Region Seniors based on 2021 Census data 24.3. Develop additional research & data products based on 2021 Census data to meet specific information needs of Seniors Cluster Table and seniors serving stakeholders 24.4. Complete stakeholder assessment of products created 24.5. Distribute and evaluate York Region Seniors Target Groups Toolkit with partner organizations	<div>●</div> <div>●</div> <div>●</div>	<div>●</div> <div>●</div> <div>●</div>	<div>●</div> <div></div> <div>●</div>	<div>●</div> <div>●</div> <div>●</div>
25. Provide education and training opportunities to long-term care home staff and community partners in York Region serving seniors and caregivers	<ul style="list-style-type: none"># of staff in long-term care homes and community organizations receiving York Region Psychogeriatric Resource Consultants (PRC) consultation, coaching, and training Target: increased # of staff received York Region PRC support annually# of staff reporting enhanced understanding and ability to support people with dementia and mental health needs through York Region PRC consultation, coaching and training Target: increased # of staff received York Region PRC support annually	25.1. Deliver capacity building opportunities in Long-Term Care Homes and Ministry of Health funded community organizations across the Region through York Region Psychogeriatric Resource Consultants (PRC) 25.2. Provide education and training within York Region programs through York Region Psychogeriatric Resource Consultants	<div>●</div> <div>●</div>	<div>●</div> <div>●</div>	<div>●</div> <div>●</div>	<div>●</div> <div>●</div>
26. Strengthen and modernize the way we work with and deliver services to seniors in the Region's two Long-Term Care Homes and Adult Day Programs	<ul style="list-style-type: none">% of York Region long-term care residents (Newmarket and Maple Health Centres) whose overall rating of the home is either good or better (Long- Term Care Resident Survey) Target: overall rating of the home is either good or better annuallyADP annual evaluations Target: Over 80% Caregiver and Client satisfaction reported in ADP annuallyPRC annual evaluations Target: Over 80% of staff report applying new knowledge received through PRCs annually	26.1. Achieve reaccreditation (2027) from an Accreditation body 26.2. Exploration of emotion-focused care models	<div></div> <div></div>	<div></div> <div>●</div>	<div></div> <div>●</div>	<div></div> <div>●</div>
27. Advocate to the Province to establish a service system manager for seniors programs and services	<ul style="list-style-type: none">Seniors Cluster Table and clients engaged Target: 1 engagement held annuallyHuman Services Planning Board engaged Target: 1 engagement held# of Council endorsed submissions and advocacy Target: TBD	27.1. Jurisdictional scan and research of advocacy agendas for other municipalities, community partners and sector associations 27.2. Advocacy Toolkit created	<div>●</div> <div>●</div>	<div>●</div> <div>●</div>	<div>●</div> <div>●</div>	<div>●</div> <div>●</div>

Appendix B

YORK REGION'S PROGRAMS AND SERVICES FOR SENIORS

York Region offers a range of services to help seniors stay healthy, safe, and independent. Programs and services for seniors include:



Access York

- **Access York Contact Centre:** for more information about York Region programs and services and how to access them, visit york.ca, call 1-877-464-9675 (interpreter services available), TTY 1-866-512-6228 (for deaf and hard of hearing) or email accessyork@york.ca



Seniors Services

- **Long Term Care:** York Region's two long-term care homes – Newmarket Health Centre and Maple Health Centre – provide nursing and personal care services for adults who are no longer able to live in their own homes. Visit <https://healthcareathome.ca/region/central/> to learn about eligibility, how to apply and costs. Telephone: 1-888-470-2222
- **Adult Day Programs:** provide meaningful and stimulating daily activities, exercises and food to meet social, physical, emotional, intellectual and spiritual needs of our clients in a secure environment. Visit <https://healthcareathome.ca/region/central/> to learn about eligibility, how to apply and costs. Telephone: 1-888-470-2222



Paramedic Services

- **Paramedic Services:** provide emergency and non-emergency medical response to patients. Community paramedicine programs like CP@LTC support seniors to stay at home and avoid premature placement in LTC, avoid emergency calls or a return to hospital
- **Personal Medical Information Kits:** can help seniors organize their important medical and personal information. The kit is designed to be visible and easily accessible by paramedics or other emergency services



Public Health

- **Healthy Aging and Fall Prevention:** provides consultations, workshops, and displays on fall prevention and healthy aging targeting adults 55 years and older living in York Region
- **Seniors Dental Program:** provides services at five clinic locations across York Region for eligible Ontario residents as part of Ontario Senior Dental Care Program (OSDCP). Visit ontario.ca/seniorsdental to learn more about services, eligibility and to enroll
- **Food Safety for Older Adults:** explains the importance of reducing the risk of food-borne illness
- **Air Quality Health Index:** explains how air pollution affects your health and especially for seniors
- **Extreme Heat:** provides warnings about extreme heat events and precautions to prevent related health impacts (seniors are at increased risk)
- **Outbreak Management:** prevents and decreases illness in long-term care facilities and retirement homes and other congregate care settings where seniors may live
- **Immunizations:** provides COVID-19 and Flu immunization at community clinics for seniors and others and supports COVID-19 and Flu immunization in long-term care facilities, retirement homes and other congregate care settings where seniors live
- **Healthy Built Environment:** provides support to planners on how community planning can promote health, including development of Age Friendly Communities



Housing Services

- **Community Housing:** offers market rent and subsidized housing to residents in York Region through housing providers including Housing York Inc. and non-profit and co-operative organizations
- **Subsidized Housing Wait List:** York Region manages a centralized waiting list to allocate subsidized units in community housing, rent supplement units with private market landlords, and portable housing benefits to help pay market rent
- **Client Intervention and Support Services (CISS):** provides in-home assessments, case management, counselling, referrals, psychoeducation and support advocating for senior client's needs



Social Services

- **Housing with Supports Program:** offers daily supports, including lodging, meals, etc., to low-income residents who have a mental health diagnosis or are elderly and frail and are unable to live independently
- **Homemakers and Nurses Services Program:** provides homemaking services and foot care to low-income residents so they can remain in their homes when they have a temporary or permanent illness or disability
- **Emergency and Transitional Housing:** York Region provides oversight and operational funding for nine emergency and transitional housing facilities delivered by community agencies that offer temporary housing, drop-in/drop-by services, case management, life stabilization support, and assistance to develop individual housing plans



Public Works

- **Accessible Transit Services:** York Region Transit (includes conventional, bus rapid transit, and Mobility On-Request paratransit) provides accessible transit services in accordance with the Integrated Accessibility Standards of the Accessibility for Ontarians with Disabilities Act (AODA). Some accessible features include kneeling buses with ramp or lift for easy boarding, slip resistant floors, automated next stops announcements, and priority seating close to the operator
- **Support Person Assistance Card:** permits a support person to travel on YRT with the eligible customer (cardholder) at no additional cost
- **Discounted YRT Seniors Fare:** seniors aged 65+ are eligible for the senior fare when paying with PRESTO or YRT Pay/Transit App. Starting January 1, 2024, senior travellers can ride YRT for free after 28 trips in a calendar month, using PRESTO
- **Mobility On-Request Transit Services 65+:** provides on-request transit service for seniors 65 years and older, within 5 km of their home. This service is offered throughout York Region for seniors who want to try taking public transit using a smaller vehicle that picks seniors up at home
- **MyRide Travel Training:** provides travel training for customers of all ages and abilities who need additional knowledge and skills to use YRT independently
- **Outdoor Education for 55+:** programs designed to connect people with nature and inspire action



- **York Regional Forest Accessible Trails:** four trails accessible to wheelchairs, strollers and other assistive devices that are wider, clear of large obstructions and graded for ease-of-movement

York Regional Police

- **Community Safety Officers:** provide information on programs and services for seniors, deliver educational presentations and are there to support seniors in our community
- **Vulnerable Persons Registry:** allows residents to register with York Regional Police to allow for an improved police response for those who may require emergency assistance due to their condition
- **Project Lifesaver Program:** combines radio technology with a coordinated police response to locate wandering people and/or disoriented persons due to Alzheimer's or other conditions or disorders

For more information about these services please contact Access York at 1-877-464-9675 (interpreter services available), TTY 1-866-512-6228 (for deaf and hard of hearing) or email accessyork@york.ca

Acknowledgements

This 2024 to 2027 Plan to Support Seniors builds on the original [2016 Seniors Strategy](#) and visionaries that recognized the importance of *Thinking Ahead* to support current and future seniors in York Region.

We gratefully acknowledge York Region Seniors Core Team and dedicated staff who supported development of the new Plan. We further recognize participation of our community partners, local municipalities, and the many seniors, pre-seniors and caregivers whose contributions, expertise and lived experience continue to inform and inspire directions of the Plan.

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From: Clerk General Line
Sent: Thursday, March 28, 2024 3:58 PM
Subject: Regional Council Decision - A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion

CAUTION: This email originated from a source outside the City of Markham. DO NOT CLICK on any links or attachments, or reply unless you recognize the sender and know the content is safe.

On March 21, 2024 Regional Council made the following decision:

1. Council approve A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion (Attachment 1).
2. The Regional Clerk forward this report and attachment to the Clerks of local municipalities, Newcomer Inclusion Table of York Region, Human Services Planning Board of York Region, and York Region Municipal Diversity and Inclusion Group.

The original staff report is available for your information at the following [link](#).

Please contact Mary Boushel, Director Strategies and Partnerships Branch at 1-877-464-9675 ext. 74182 if you have any questions with respect to this matter.

Regards,

Christopher Raynor (he/him) | Regional Clerk, Regional Clerk's Office, Corporate Services Department

The Regional Municipality of York | 17250 Yonge Street | Newmarket, ON L3Y 6Z1

O: 1-877-464-9675 ext. 71300 | christopher.raynor@york.ca | york.ca

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



The Regional Municipality of York

Committee of the Whole
Community and Health Services

March 7, 2024

FOR DECISION

Report of the Commissioner of Community and Health Services

A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion

1. Recommendations

1. Council approve A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion (Attachment 1).
2. The Regional Clerk forward this report and attachment to the Clerks of local municipalities, Newcomer Inclusion Table of York Region, Human Services Planning Board of York Region, and York Region Municipal Diversity and Inclusion Group.

2. Purpose

In [April 2023](#), Council approved three priorities for A Place to Thrive: York Region's 2024 to 2027 Plan For Newcomer Inclusion (Plan for Newcomer Inclusion). This Report seeks Council approval of A Place to Thrive: York Region's 2024 to 2027 (Attachment 1).

Key Points:

- In [April 2023](#), Council approved the Framework for the York Region Newcomer Inclusion Plan (framework) to support the success of newcomers settling in York Region under three priority areas - Economic Prosperity, Social Inclusion and Healthy Communities
- York Region staff developed collective actions for each priority area in consultation with local municipalities, members of [Newcomer Inclusion Table of York Region](#) (formerly Community Partnership Council) and other community partners
- The recommended collective actions set out in Attachment 1 were endorsed by the Newcomer Inclusion Table in September 2023

- Bi-annual progress reports are planned for Q2 2025 and Q2 2027. An updated Plan for Newcomer Inclusion will be presented to Council for consideration in 2027
- A newcomer refers to permanent residents, refugees, or temporary residents (including students, workers, or temporary resident permit holders) who have been in Canada for less than five years.

3. Background

Immigration plays an important role in York Region's population growth and prosperity

According to recent census figures, recent immigrants who have been in Canada for less than five years and were admitted as permanent residents (economic migrants, sponsored family members, refugees designated for resettlement) represented more than 84% (53,495 out of 63,455) of York Region's population growth between 2016 and 2021. York Region also welcomes temporary residents, such as international students, foreign workers, those fleeing conflict, and asylum seekers, many of whom transition to permanent residency.

Given the scale and importance of newcomers to our population and workforce growth, successful inclusion of newcomers is a priority that will maintain and build York Region's vitality and prosperity.

York Region supports successful delivery and coordination of newcomer services through the federally funded Local Immigration Partnership

Since 2009, York Region has hosted a Local Immigration Partnership, a federally funded, community-based collaborative engaging local partners to support newcomer settlement and inclusion. Like other Local Immigration Partnerships hosted by municipal governments, the Region is funded to provide indirect services such as research, strategic planning and coordination of services. Direct services are provided by community agencies funded directly by the Provincial and/or Federal governments. A list of newcomer settlement service providers in York Region is provided in Appendix A.

A newcomer plan is a requirement of the Region's Local Immigration Partnership contract with the federal government. It is informed by the Newcomer Inclusion Table, comprised of Council-appointed members with representation from municipal government, settlement and employment services, workforce development, education, health, policing, housing and newcomer residents.

Partnership is critical for successful newcomer inclusion. A collective approach is needed as no one partner is accountable for all programs, services and policies related to this work.

The goal of the York Region's Plan for Newcomer Inclusion is to support newcomers to succeed so York Region communities can thrive

The Plan for Newcomer Inclusion presents a vision for how we will collectively support newcomer health and well-being, build welcoming communities where everyone belongs, and promote equitable and prosperous economic pathways for diverse groups of newcomers.

All actions from the previous 2017-2021 York Region Newcomer Strategy were successfully achieved and outlined in the [April 2023](#) report. There was no newcomer plan for 2021 to 2024 as the Region and its partners focused on pandemic response efforts and new events, such as resettling individuals and families fleeing conflict. The updated Plan for Newcomer Inclusion considers and incorporates insights gained through these experiences and builds on what was learned through the 2017 to 2021 York Region Newcomer Strategy.

Council approved three priority areas for the 2024 to 2027 Plan – Economic Prosperity, Social Inclusion and Healthy Communities – as fundamental areas of effective newcomer settlement and inclusion. The updated Plan builds on the work of the previous strategy, such as promoting inclusive workplaces and strengthening social cohesion, while also adding a new priority area (Healthy Communities) that responds to a wider range of newcomer needs.

4. Analysis

Development of the Plan for Newcomer Inclusion was informed by further consultations following Council's approval of the framework in April 2023

Following Council's approval of the framework, further consultations with community partners, newcomer residents, Newcomer Inclusion Table members, and municipal and Regional staff resulted in developing 13 collective actions under the three priority areas (Attachment 1). The Newcomer Inclusion Table endorsed these collective actions in September 2023. Implementation activities and performance measures developed by staff are provided in Attachment 1.

Actions aim to complement existing efforts and improve local conditions for settlement and inclusion for diverse newcomers

These actions aim to leverage existing community investments and expertise and align with federal and provincial priorities. Actions also complement initiatives addressing complex challenges, such as responding to migrant influxes, the [10-Year Housing and Homelessness Plan](#) (e.g., enhancing newcomers' awareness of housing supports and their legal rights) and the [York Region Economic Development Action Plan 2024-2027](#) (e.g., promoting resources that help employers better engage newcomer talent).

Proposed actions consider diverse populations of newcomers, such as skilled immigrants, family-class migrants, refugees designated for resettlement, seniors, youth, international students, asylum seekers, newcomers experiencing low-income, and newcomers living with disabilities.

Staff will support implementation of the Plan for Newcomer Inclusion and monitor impact

Local Immigration Partnership staff will provide bi-annual progress reports in Q2 2025 and Q2 2027 and will:

- Support implementation by working with partners, including newcomers, local municipalities and service providers
- Monitor the implementation and impact of activities
- Monitor community-level indicators, demographic, socioeconomic and policy changes so the Plan for Newcomer Inclusion remains responsive to newcomers' needs

Working groups reporting to the Newcomer Inclusion Table supported development of the Plan for Newcomer Inclusion and will support its implementation. Collective actions for each priority area and related performance measures are set out in Attachment 1.

The Plan for Newcomer Inclusion supports York Region's Vision for strong, caring and safe communities

The Plan for Newcomer Inclusion's priority areas, objectives and collective actions align with other York Region strategies and plans, including [Vision](#) (Economic Vitality and Healthy Communities), the [Community Safety and Well-Being Plan for York Region](#) (Community Well-Being, Community Safety, Mental Health, and Economic Stability), the York Region Economic Development Action Plan (business, innovation and talent) and the [Inclusion Charter for York Region](#)'s vision for a welcoming and inclusive community where everyone can reach their full potential.

5. Financial Considerations

Total gross expenditures in the 2024 approved operating budget for the Plan for Newcomer Inclusion are \$310,600. The federal government funds \$300,000 (97%) and the remaining \$10,600 (3%) is funded through tax levy.

Any cost impacts beyond 2024 will be addressed through the budget process as required.

Staff will continue to pursue opportunities to access senior government funding to address newcomers' needs.

6. Local Impact

York Region welcomes thousands of newcomers every year who choose to settle in our communities. As local municipalities deliver important programs and services to a diverse range of residents, including newcomers, continued engagement with local municipalities is important.

Engaging in areas such as economic development, community services, and diversity and inclusion will inform implementation of each action in the Plan for Newcomer Inclusion and support success.

7. Conclusion and Next Steps

Given the scale and importance of newcomers to our population and workforce growth, successful settlement, inclusion, health and well-being of newcomers are a priority for the Region's continued growth and prosperity. While immigration and support for immigrants fall under federal and provincial responsibility, settlement success also depends on the efforts of municipalities and community partners. Subject to Council approval, successful implementation of the Plan for Newcomer Inclusion will build on actions implemented through previous strategies, help optimize existing community resources, and will further strengthen community partnerships, all aimed at improving local conditions for newcomers to settle and integrate more effectively, contributing to a Region where every person can thrive.

For more information on this report, please contact Mary Boushel, Director Strategies and Partnerships Branch at 1-877-464-9675 ext. 74182. Accessible formats or communication supports are available upon request.



Recommended by:

Katherine Chislett

Commissioner of Community and Health Services



Approved for Submission:

Erin Mahoney

Chief Administrative Officer

February 13, 2024

#15452454

Appendix A - Newcomer settlement service providers in York Region

Attachment 1- A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion (eDOCS # 15900032)

APPENDIX A

Newcomer settlement service providers in York Region

Funded federally by Immigration, Refugees and Citizenship Canada
(source: <https://ircc.canada.ca/english/newcomers/services/index.asp>):

- Achēv
- Association des francophones de la région de York
- Canadian Mental Health Association
- Catholic Community Services of York Region
- Centre for Immigrant and Community Services
- COSTI Immigrant Services
- Jewish Immigrant Aid Services
- Jewish Vocational Service of Metropolitan Toronto
- Job Skills
- Social Enterprise for Canada
- The Cross-Cultural Community Services Association
- The Housing Help Centre
- Toronto and Region Conservation Authority
- York Region District School Board

Funded provincially by Ministry of Labour, Immigration, Training and Skills Development
(source: <https://www.ontario.ca/page/getting-settled-ontario#section-1>)

- Achēv
- Catholic Community Services of York Region
- Centre for Immigrant and Community Services
- COSTI Immigrant Services
- Jewish Immigrant Aid Services
- Parya Trillium Foundation
- Social Enterprise for Canada
- The Cross-Cultural Community Services Association

The York Region Local Immigration Partnership also works with non-settlement organizations that also help facilitate newcomer settlement and inclusion and inform development and implementation of a Plan for Newcomer Inclusion. This is coordinated through the [Newcomer Inclusion Table of York Region](#) and its working groups.



A Place to Thrive:

York Region's 2024 to 2027
Plan for Newcomer Inclusion

york.ca


York Region



LAND ACKNOWLEDGEMENT

We acknowledge that York Region is located on the traditional territory of many Indigenous Peoples including the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations. Today this area is home to many diverse Indigenous Peoples, and we recognize their history, spirituality, culture and stewardship of this land. We also acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community.

Affirmed by the Inclusion Charter for York Region, celebrating its 6th anniversary in 2024, York Region is committed to establishing welcoming and inclusive communities where diversity is celebrated and where everyone can develop to their full potential, participate freely in society and live with respect, dignity and freedom from discrimination. For more information, visit york.ca/InclusiveYR



Chairman & CEO
Wayne Emmerson

A MESSAGE FROM YORK REGION CHAIRMAN AND CEO AND MEMBERS OF REGIONAL COUNCIL

The Regional Municipality of York is home to more than 1.2 million people, representing diverse ages, backgrounds and interests. As one of the fastest growing and most diverse communities in Canada, recent immigrants account for more than 84% of the Region’s population growth between 2016 and 2021.

Immigration brings diverse cultures and ideas to our communities, as well as skills, education and work experience, which all contribute to a thriving and robust local economy.

Since 2009, York Region Local Immigration Partnership has supported welcoming and inclusive communities by raising awareness of newcomers’ needs, supporting research and strategic policy, and improving programs and services that facilitate settlement and inclusion.

A Place to Thrive: York Region’s 2024 to 2027 Plan for Newcomer Inclusion builds on the successes of the 2017 to 2021 York Region Newcomer Strategy and moves us forward on a collaborative approach to supporting healthy communities, social inclusion and economic prosperity for our newest community members.

As part of our commitment to building welcoming and inclusive communities for all, York Regional Council remains dedicated to working with community partners, newcomer residents and local municipal partners to make York Region a welcoming place where everyone can thrive.



Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Michael Chan
City of Markham



Regional Councillor
Jim Jones
City of Markham



Regional Councillor
Joe Li
City of Markham



Regional Councillor
Alan Ho
City of Markham



Mayor
John Taylor
Town of Newmarket



Regional Councillor
Tom Vegh
Town of Newmarket



Mayor
Steven Del Duca
City of Vaughan



Regional Councillor
Linda Jackson
City of Vaughan



Regional Councillor
Mario Ferri
City of Vaughan



Regional Councillor
Gino Rosati
City of Vaughan



Regional Councillor
Mario G. Racco
City of Vaughan



Mayor
Margaret Quirk
Town of Georgina



Regional Councillor
Naomi Davison
Town of Georgina



Mayor
David West
City of Richmond Hill



Regional Councillor
Godwin Chan
City of Richmond Hill



Regional Councillor
Joe DiPaola
City of Richmond Hill



Mayor
Tom Mrakas
Town of Aurora



Mayor
Virginia Hackson
Town of East Gwillimbury



Mayor
Steve Pellegrini
Township of King



Mayor
Iain Lovatt
Town of Whitchurch-Stouffville

A MESSAGE FROM THE NEWCOMER INCLUSION TABLE OF YORK REGION CO-CHAIRS

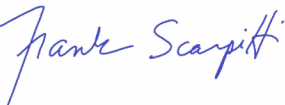
The Newcomer Inclusion Table of York Region is pleased to support *A Place to Thrive: York Region’s 2024 to 2027 Plan for Newcomer Inclusion*, which expresses our collective vision for making settlement and inclusion of newcomers in York Region more responsive to their needs.

We take pride in the Table’s work to inform development of the Plan and are confident that it reflects the many voices heard in our communities. We are excited for the opportunities to support newcomers’ economic and social inclusion as well as their health and well-being.

We thank York Regional Council and members of the 2019-2022 term of the Community Partnership Council for their guidance and support.

Collaboration and partnerships are central to the success of this Table and implementation of this Plan. We look forward to continuing to work together to strengthen relationships across our communities and partners so that York Region is a place that all are proud to call home.

Sincerely,



Mayor Frank Scarpitti
City of Markham
Co-Chair
Newcomer Inclusion Table, 2023 to 2026



Alfred Lam, Executive Director
Centre for Immigrant and Community Services
Co-Chair
Newcomer Inclusion Table, 2023 to 2026

YORK REGION HAS

1

VISON
MISSION
VALUES

WHY
Vision

WHAT
Mission

HOW
Values

We envision

strong,
caring,
safe communities

through our mission of

working together to serve
our thriving communities
– today and tomorrow

by relying on our values of

Integrity
Commitment
Accountability
Respect
Excellence

YORK REGION

NEWCOMER
SPOTLIGHT

IN THEIR OWN
WORDS



NEWCOMER COMMUNITY SPOTLIGHT

Throughout this document, a selection of artwork by newcomers in our communities is showcased. York Region is pleased to share these and thanks the artists who contributed their work for this Plan.

IN THEIR OWN WORDS

Also included is a series called, “In Their Own Words,” highlighting first-person stories of York Region newcomers and community partners who support them, which were gained through community engagement and consultation.

The cover image was created by newcomer artist, Dana Sewell. Dana specializes in painting and mixed media.

“Nature is my muse...I love the way I feel in nature. It’s calming and meditative. I fully developed my appreciation for nature here in Canada. There are so many beautiful places. I love to hike and bike on the trails, admiring the wildlife. My inspiration shows in my paintings.”

4 | York Region’s 2024 to 2027 Plan for Newcomer Inclusion

York Region’s 2024 to 2027 Plan for Newcomer Inclusion | 5



EXECUTIVE SUMMARY

York Region welcomes the thousands of newcomers to Canada who choose to settle in our communities every year. It is well documented that newcomers bring education, skills and experience to the Region, replenish the labour force, support services by paying taxes, and enrich our social fabric through cultural diversity. These are essential elements for the Region's growing economy, innovation and prosperity.

The challenges facing newcomers – like accessing housing and employment – are not unique to newcomers. While the Region has other plans that address these issues more directly, such as [Housing Solutions: A Place for Everyone](#), [Community Safety and Well-Being Plan for York Region](#) and [Inclusion Charter for York Region](#), this plan focuses on supporting newcomers to succeed so York Region communities can thrive.

A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion (Plan) builds on the successes of previous plans and presents a vision for how York Region Local Immigration Partnership will support newcomer health and well-being, build welcoming communities where everyone belongs, and promote equitable and prosperous economic pathways for diverse groups of newcomers.

This Plan was developed with feedback from York Region residents, community partners and the Newcomer Inclusion Table (formerly Community Partnership Council), a community advisory group appointed by York Regional Council focusing on addressing newcomers' needs. By leveraging an evidence-based, community-driven approach, this Plan reflects the voices of newcomers, service providers and community partners, and aligns with priorities of senior levels of government.

To support implementation of the Plan, The Regional Municipality of York will play a stewardship role, working with newcomers, partners, local municipalities and service providers.



DEFINITIONS

Asylum seeker refers to **refugee claimants** and individuals who have yet to apply for refugee protection status in Canada.

Immigrant refers to a person who is, or who has ever been, a landed immigrant or permanent resident. Such a person has been granted the right to live in Canada permanently by immigration authorities. Immigrants who have obtained Canadian citizenship are included in this group.

Immigrant status refers to whether a person is a non-immigrant (e.g., born in Canada), an immigrant or a non-permanent resident.

Newcomer refers to an immigrant or a non-permanent resident that has been in Canada for less than five years.

Non-permanent resident refers to a person from another country who is visiting, has a work or study permit, or is a refugee claimant in Canada.

Permanent resident refers to a person that has been granted the right to live permanently in Canada by Canadian immigration authorities but has not yet obtained Canadian citizenship.

Recent immigrant refers to immigrants that have been in Canada for less than five years.

Refugee claimant is a person who has applied for refugee protection status while in Canada and is waiting for a decision on their claim.

Refugee landed in Canada is a permanent resident who applied for and received permanent resident status in Canada after their refugee claim was accepted.

Source: Immigration, Refugees and Citizenship Canada. Glossary.
canada.ca/en/services/immigration-citizenship/helpcentre/glossary.html

ACKNOWLEDGEMENTS

We thank the 2019-2022 Community Partnership Council for their contributions in the development of this Plan, their valuable insights and expertise, and their endorsement of the Plan’s strategic priorities.

We also gratefully acknowledge the participation of over 1,200 individuals, including newcomer residents, community ambassadors (and Health Commons Solutions Lab, which trained them), service providers, local municipalities, community partners, planning tables and Regional staff for their insights and lived experience.

We recognize the [York Region Arts Council](#) for their coordination of newcomer art submissions and the newcomer artists, residents of York Region, who contributed their work and stories to this Plan.

The Regional Municipality of York would like to recognize the significant contributions of Prince Sibanda to the creation of this Plan for Newcomer Inclusion. Thank you for your smile, kindness and unwavering commitment to serving our newcomer communities.

Prince Sibanda (1976-2023)
Community Development Program Specialist
The Regional Municipality of York



[Health Commons](#) is a health innovation lab whose model is rooted in a recognition that health inequities are not inevitable and that solutions must be co-designed with community members who are experts in what the path forward looks like.

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N E W C O M E R | **ARTIST: ANNIE SONG**
SPOTLIGHT | **MEDIA: PAINTING**

“My family immigrated to Canada in 2014. Immigrant inclusion to me means a new start in life, a new challenge!”



01 NEWCOMER INCLUSION IN YORK REGION

Immigration plays an important role in York Region’s population growth and prosperity. According to the 2021 Census, York Region’s total population increased by 63,455 residents between 2016 and 2021. Among this number, 53,495 (or 84%) were newcomers to Canada. This represents a 4% increase in newcomer settlement over the previous five-year census period. Today, nearly half (48%) of all York Region residents are immigrants, the second highest proportion in Ontario, behind Peel Region.

According to the most recent information available from Immigration, Refugees and Citizenship Canada, in 2022, Canada welcomed over 431,645 immigrants, the largest number in a single year. The federal government announced that the annual immigrant admission target will increase to 500,000 by 2025. Based on historical experience and national admission targets, York Region could expect up to 19,500 newcomers to settle in our communities annually until 2025.

Given the scale and importance of newcomers to our population and workforce growth, the successful inclusion of newcomers is a priority that will maintain and build York Region’s vitality and prosperity.

Did you know?



During the 2016 to 2021 census period, York Region welcomed an average of 10,700 newcomers annually, maintaining high levels of newcomer settlement despite the COVID-19 pandemic.

51%



Half (51%) of permanent residents settling in York Region are economic migrants, selected by the federal government for their skills and ability to contribute to the Canadian economy.

COLLABORATION AND COORDINATION

York Region Local Immigration Partnership

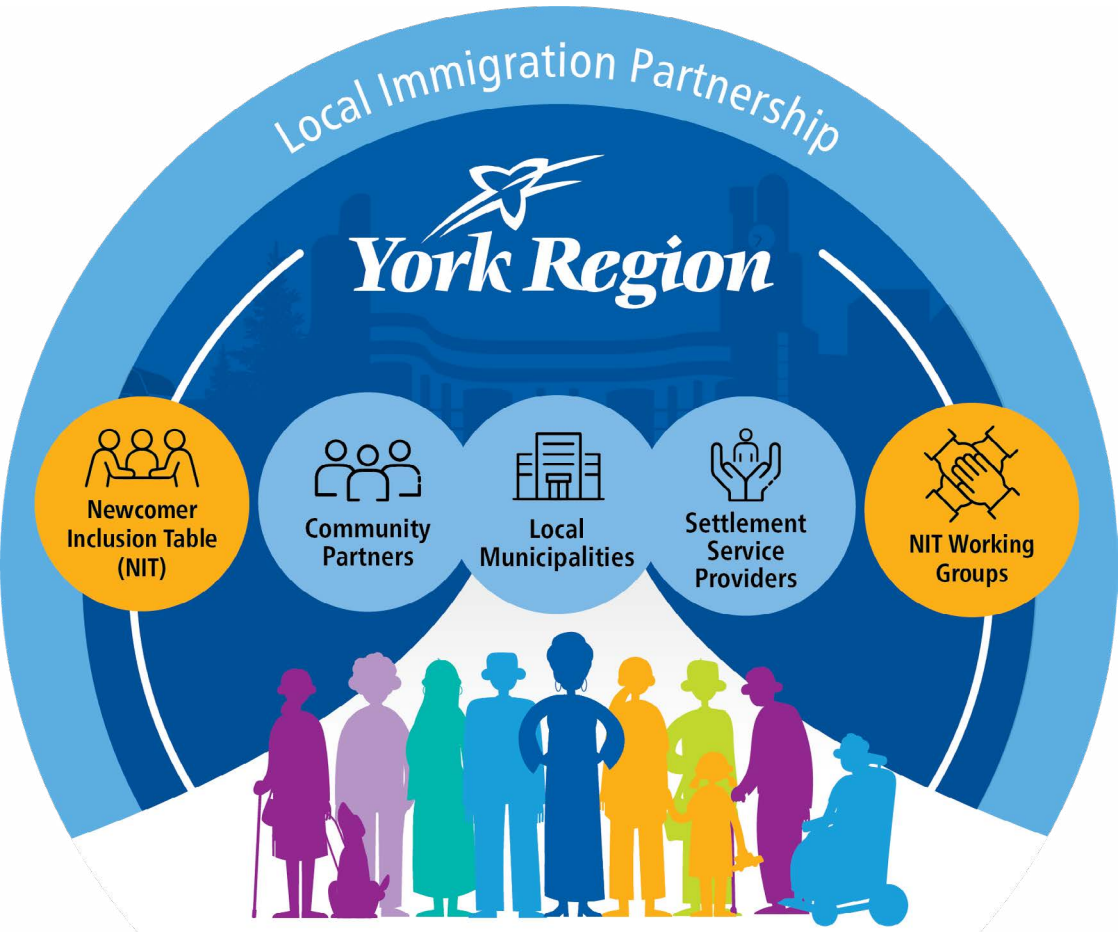
Development and implementation of a plan for newcomer inclusion is driven and supported by the York Region Local Immigration Partnership, a federally funded, community-based collaborative that:

- Raises awareness of newcomers’ needs
- Engages local partners in developing welcoming communities
- Supports community-level research and strategic planning
- Improves coordination of services that facilitate immigrant settlement and inclusion

No one organization can make the necessary changes to make a community more welcoming to newcomers. It takes collective actions by many to drive local change and make a difference.

In 2009, the federal government selected The Regional Municipality of York to lead the York Region Local Immigration Partnership, one of almost 90 such partnerships across the country. As collective impact initiatives, local immigration partnerships recognize that large-scale change requires better cross-sector coordination and convening community actors to collaborate and innovate to address complex social needs.

York Region Local Immigration Partnership – Community Partner Ecosystem



York Region’s settlement landscape includes:

- Settlement service organizations, funded primarily by the federal and provincial governments, which work directly with newcomer clients to provide language, employment, and community supports and programs
- Non-settlement organizations and community partners, including local municipalities, education, workforce development and healthcare services, whose services also help support newcomers



Newcomer Inclusion Table of York Region

Local immigration partnerships are required to establish a multi-sectoral partnership council to develop and implement local settlement strategies. Since 2010, York Regional Council has appointed members to a partnership council, now known as the Newcomer Inclusion Table of York Region, to inform the development and implementation of a plan for newcomer inclusion.

Members of the 2023 to 2026 term of the Newcomer Inclusion Table were approved by Regional Council in [December 2022](#) and are ambassadors of the Plan within their own organizations, with partners and in their communities. Success in implementing the Plan effectively depends on strong community leadership, participation and coordination.

A list of 2023-2026 Newcomer Inclusion Table of York Region members appears on the back cover of this Plan.

Members of the Newcomer Inclusion Table represent diverse service sectors:

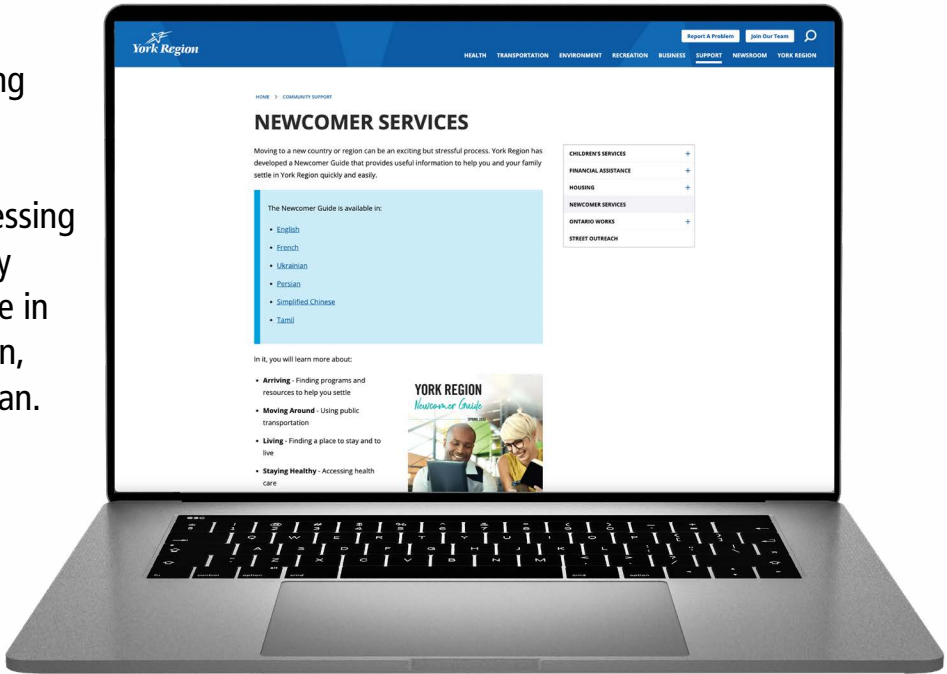
- Welcome Centres
 - Language training
 - Employment skills and training
 - Labour market development
 - Police services
- Health
 - Education
 - Francophone communities
 - Social services
 - Government

Welcome Centres

Five [Welcome Centres](#) in York Region help to welcome and settle newcomers. Using a hub service delivery model and funded by Immigration, Refugees and Citizenship Canada, these Centres are the main access points to the newcomer service system by providing comprehensive settlement services and referrals for newcomers, including language training, skills evaluation, employment supports and resources. Through this work, they also help build social networks and important connections to communities.

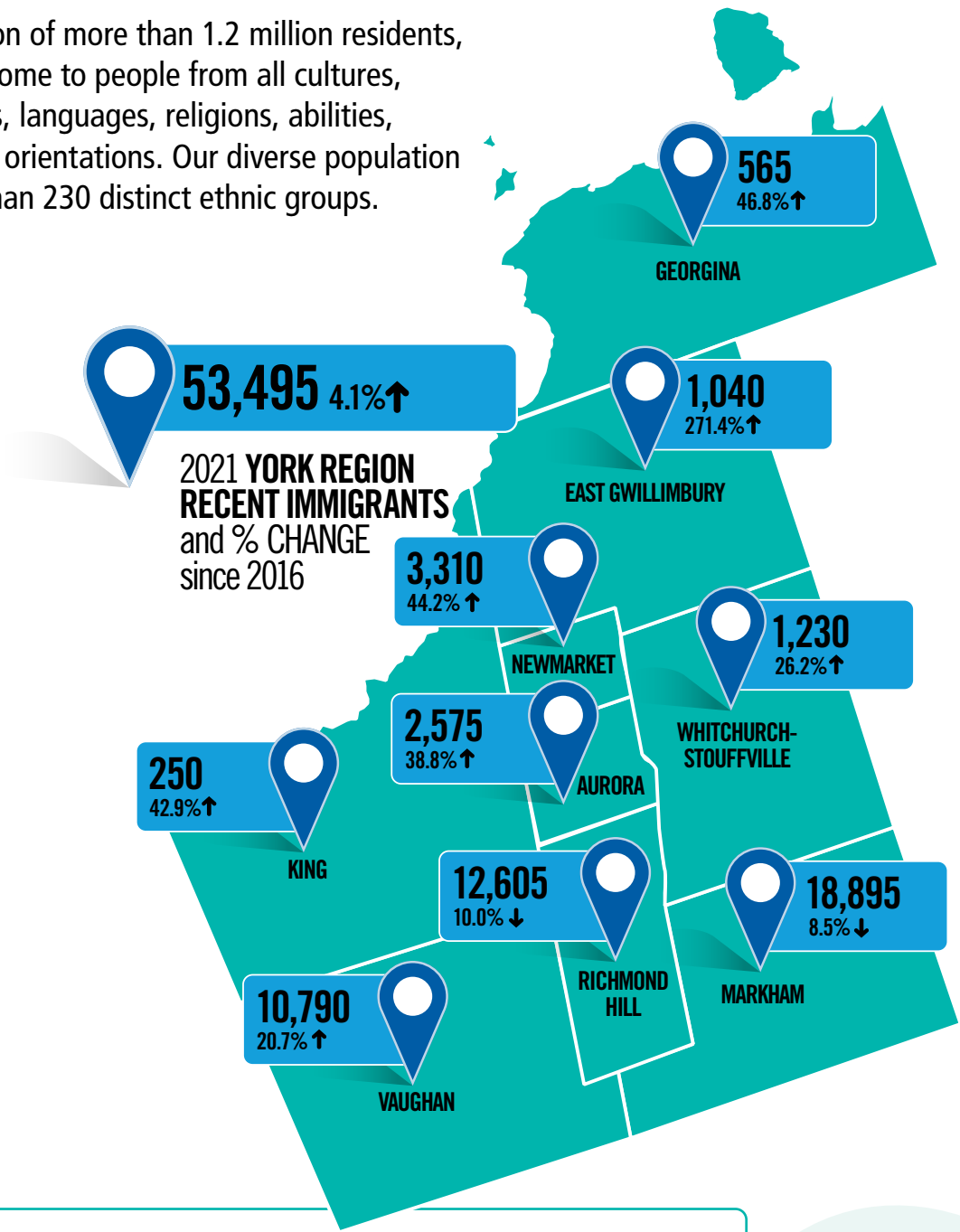
York.ca/NewcomerServices

[York.ca/NewcomerServices](#) provides links to resources for newcomers and community service providers, including a *York Region Newcomer Guide* that provides useful information on living, learning and working, as well as accessing services, using transit, staying healthy and having fun. The *Guide* is available in six languages: English, French, Persian, Simplified Chinese, Tamil and Ukrainian.



YORK REGION AT-A-GLANCE

With a population of more than 1.2 million residents, York Region is home to people from all cultures, races, ethnicities, languages, religions, abilities, ages and sexual orientations. Our diverse population includes more than 230 distinct ethnic groups.



ACCORDING TO THE 2021 CENSUS



47.8%

of York Region’s residents were born outside of Canada

53,495

recent immigrants lived in York Region in 2021, accounting for over 84% of the total population growth between 2016 and 2021

55.8%

of York Region’s population will be immigrants by 2041 according to York Region Long Range Planning Population Forecast

Top 10 countries of origin for recent immigrants to York Region

China	Iran	India	Philippines	Pakistan
18,805	5,290	5,050	2,865	2,100
Hong Kong	United States	Turkey	South Korea	Ukraine
1,450	1,210	1,110	1,010	935

Source: Statistics Canada, 2021 Census.

62%

of recent immigrants aged 25 to 64 in York Region had a bachelor’s degree or higher, compared to 41.4% of their non-immigrant counterparts

The majority of recent immigrants in York Region are of working age



The majority of recent immigrants in York Region continue to be economic migrants who are here to work and contribute to our workforce

AGE GROUPS	2016 CENSUS	2021 CENSUS	ADMISSION CATEGORIES	2016 CENSUS	2021 CENSUS
0-14	14.3%	14.9%	ECONOMIC CLASS	53.4%	50.5%
15-24	11.2%	8.6%	FAMILY CLASS	37.9%	34.1%
25-64	61.9%	66.3%	REFUGEE CLASS	7.4%	13.8%
65+	12.6%	10.1%	OTHER	1.3%	1.6%

The vast majority of recent immigrants in York Region have knowledge of our official languages, particularly English

LANGUAGE(S)	2016 CENSUS	2021 CENSUS
ENGLISH ONLY	73.6%	78.6%
FRENCH ONLY	0.2%	0.1%
ENGLISH AND FRENCH	3.4%	4.8%
NEITHER ENGLISH NOR FRENCH	22.8%	16.5%

*Due to rounding, the percentages of recent immigrants may not necessarily add up to 100%

Bonjour

Hello

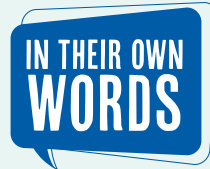
Visit york.ca/Census for more immigration, language and other census data resources



NEWCOMER
SPOTLIGHT

ARTIST: AMNA NAWAB
MEDIA: MIXED MEDIA AND EMBROIDERY

"For the first time in many years, I believe that I'm finally home. Canada has given me a way to find a voice through my art and be able to sustain myself and my young family."



"During the settlement process, I think I became more resilient and stronger. At the very beginning, I was a little unconfident (sic) and a little bit shy. Now I am an active member in the community. That's how I changed during those years. These were positive experiences that I had in York Region"

– Newcomer mother



02 YORK REGION'S 2024 TO 2027 PLAN FOR NEWCOMER INCLUSION

BUILDING ON THE PREVIOUS PLAN

York Region's 2024 to 2027 Plan for Newcomer Inclusion builds on the success of the [2017-2021 York Region Newcomer Strategy](#), which featured social and economic integration priority areas and collective actions:

SOCIAL INTEGRATION	ECONOMIC INTEGRATION
<ul style="list-style-type: none">• Addressing information needs• Increasing local service planning• Strengthening social cohesion	<ul style="list-style-type: none">• Strengthening newcomer employability• Promoting inclusive workplaces

THESE COLLECTIVE ACTIONS, EACH WITH SPECIFIC INITIATIVES,
WERE ACHIEVED BY 2021, INCLUDING:

- Developed the [York Region Newcomer Guide](#)
- Enhanced service awareness and navigation support by developing [york.ca/NewcomerServices](#) and two virtual *Opening Doors* events attracting hundreds of participants
- Expanded community partner and engagement capacity by establishing working groups and creating connections with library, Francophone and youth networks focused on newcomers
- Mapped community assets, including newcomer services, leveraging [YorkMaps](#)
- Worked with KPMG on a business case to enhance newcomer employability and with York University on newcomer resiliency research
- Hosted a conference for internationally educated professionals, the third annual conference of its kind in York Region



Key results continued to be achieved during the COVID-19 pandemic, highlighting newcomers' needs beyond economic and social integration. Consultation findings to refresh this plan were strongly influenced by newcomers' and service providers' pandemic experiences.

THE PATH TO A REFRESHED PLAN

"The country I came from don't have these kinds of settlement services. That's why I don't have a sense that there are supports out there for newcomers."
Young adult newcomer

"I was afraid to communicate with other people, even to order coffee. But I gradually improved my English skills. At Aurora Library... I really felt I became free with people, could talk with other people. I really appreciate a lot of opportunities to help us."
Newcomer senior

"Social and economic integration are interconnected. Health and well-being affects social integration, and that affects economic integration, and vice versa."
Community service provider

"How do we support the transition beyond employment to empower newcomers?"
Community service provider

"I had everything there. I finished my diploma, was an assistant manager, and was top in my country. But here, I don't have any chance to go outside. I have to take care of my kids. My husband does night work. My kids love to live in York Region because they study here. They don't face the same difficulties as me."
Newcomer mother of three

This Plan is the result of extensive research, outreach and engagement with support and input from over 1,200 community partners and residents – including newcomer youth, seniors, families, internationally educated professionals and entrepreneurs – as well as service providers, and municipal and Regional staff who shared their insights and experience. These consultations helped shape understanding of how newcomers are settling in York Region and how to support them more holistically and effectively.

Local Immigration Partnership staff heard stories that validated the research and literature, and provided an understanding of the local context, such as how newcomers were impacted by the COVID-19 pandemic, which exacerbated existing challenges newcomers were already facing while settling in York Region.



Feedback from newcomers and service providers highlighted how newcomer inclusion can be improved, such as increasing awareness of settlement service and language supports, conducting outreach to isolated and at-risk newcomer populations, and building greater trust in the community.

Community consultations confirmed the need to maintain a focus on economic and social inclusion from the previous plan, while also expanding strategic scope to address newcomers’ health and well-being priorities.

Engagement supporting the Plan’s development

- 1,200 newcomer residents, internal and external partners, municipal and Regional staff
- Community Conversations led by trained community ambassadors who are immigrants and identify with the newcomer sub-populations with whom they consulted (youth, seniors)
- Engagement workshops with local municipal and library staff as well as organizations serving diverse newcomer segments, including refugees, non-status migrants, Francophone, 2SLGBTQI+ and newcomers experiencing low income
- Strategic planning workshops with Community Partnership Council and Newcomer Inclusion Table members to inform development of the Plan’s strategic framework and collective actions
- Consultations with local municipal and York Region staff
- Resident survey



EXAMPLES OF WHAT WE HEARD

FROM NEWCOMERS	FROM SERVICE PROVIDERS, REGIONAL AND MUNICIPAL STAFF
<ul style="list-style-type: none">• Need to better understand how newcomers’ basic needs, including health care, affordable and accessible housing, transportation, food security and childcare, contribute to well-being• Specific newcomer sub-populations (e.g., seniors, women with young children) are at particular risk for social isolation and compromised health and well-being• Enjoying community parks, trails, libraries and recreation activities help to improve newcomers’ sense of belonging• Need to address incidents of racism, discrimination and bullying targeted at newcomers, particularly youth• Many newcomers continue to report long-standing challenges to equitable workforce participation, such as a lack of Canadian work experience and an inability to connect to their chosen career• Need better wrap-around supports (e.g., affordable childcare, transportation) that reduce barriers to accessing employment services and workforce participation, particularly among newcomer women	<ul style="list-style-type: none">• Need to establish and strengthen partnerships that enhance service coordination• Need to build awareness of and trust in publicly funded services• Improve connections with newcomers in community not connected with human services networks• Need to find ways to address housing, even if housing supply and affordability are complex and systemic challenges• Building partnerships among faith communities, libraries, ethnocultural organizations and service providers can foster greater community connectedness and address social isolation experienced by hard-to-reach newcomers• Employers in York Region continue to experience difficulty hiring and retaining employees in the post-pandemic environment (Local Labour Market Report - Workforce Trends in York Region 2023, Workforce Planning Board of York Region)• Need for more information on the local labour market and newcomers’ education, skills and work experience



STRATEGIC FRAMEWORK

Supporting newcomers to succeed so York Region communities can thrive

Research and consultation insights underlined the importance of maintaining and continuing the work from the previous 2017-2021 York Region Newcomer Strategy (economic and social integration priority areas) in a refreshed plan, as well as including a priority area on newcomers’ health and well-being. In April 2023, York Regional Council approved an expanded three-pillar strategic framework (now called priority areas) for York Region’s Plan for Newcomer Inclusion - Healthy Communities, Social Inclusion and Economic Prosperity. These represent essential dimensions for successful newcomer settlement and inclusion in York Region and reflect key social determinants of health from the perspective of newcomers and those who support them.



According to the Province of Ontario Health Equity Guideline (2018), social determinants of health are the interrelated social, political and economic conditions that influence how people live, learn, work and play. “The intersection of the social determinants of health cause these conditions to shift and change over time and across the life span, impacting the health of individuals, groups and communities in different ways.”

**The 12 Social Determinants of Health for
York Region’s Community and Health Services Department include:**



“Numerous studies suggest that [social determinants of health] account for between 30-55% of health outcomes” – World Health Organization, 2024



**NEWCOMER
SPOTLIGHT** | **ARTIST: TANYA BESEDINA
MEDIA: SCULPTURE**

“I was immediately struck by the natural beauty of the vast fields and nature that surrounded me. As an artist, I felt compelled to capture my feelings and impressions of this new environment in my art. Through my porcelain sculptures, I was able to convey my sense of awe and wonder at the natural beauty of my new home.”

**IN THEIR OWN
WORDS**

“We need to continue to bring awareness to other services available to newcomers. Those who access services do better.”
– Community service provider



PRIORITY AREA 1: HEALTHY COMMUNITIES

Supporting newcomer health, safety and well-being

OBJECTIVES

- Build understanding of newcomers’ health and well-being priorities among service providers
- Enhance service provider capacity to work in ways sensitive to newcomers’ needs
- Expand newcomers’ awareness of and access to health and well-being services and resources

WHY IS THIS IMPORTANT?

Newcomers are at risk of declining physical and mental health due to socio-economic challenges they face associated with immigration and settlement. Health, safety and well-being are interconnected and can impact socio-economic integration. Some newcomers face housing instability and are unaware of their rights and services available to them, and lack trust in publicly funded services. Improving our collective understanding of newcomers’ needs, expanding education and capacity building among service providers, and increasing awareness of and access to related supports among newcomers can work to improve newcomers’ health and well-being.

Intended outcomes of actions under this priority area include: reduced stigma in using publicly funded services; newcomers feel healthy, safe and supported; and newcomers are aware of and can access culturally sensitive services and supports.

HOW ARE NEWCOMERS DOING?

Consultation insights from newcomer residents, service providers, and Regional and municipal staff identified a diversity of challenges facing newcomers in York Region, including:

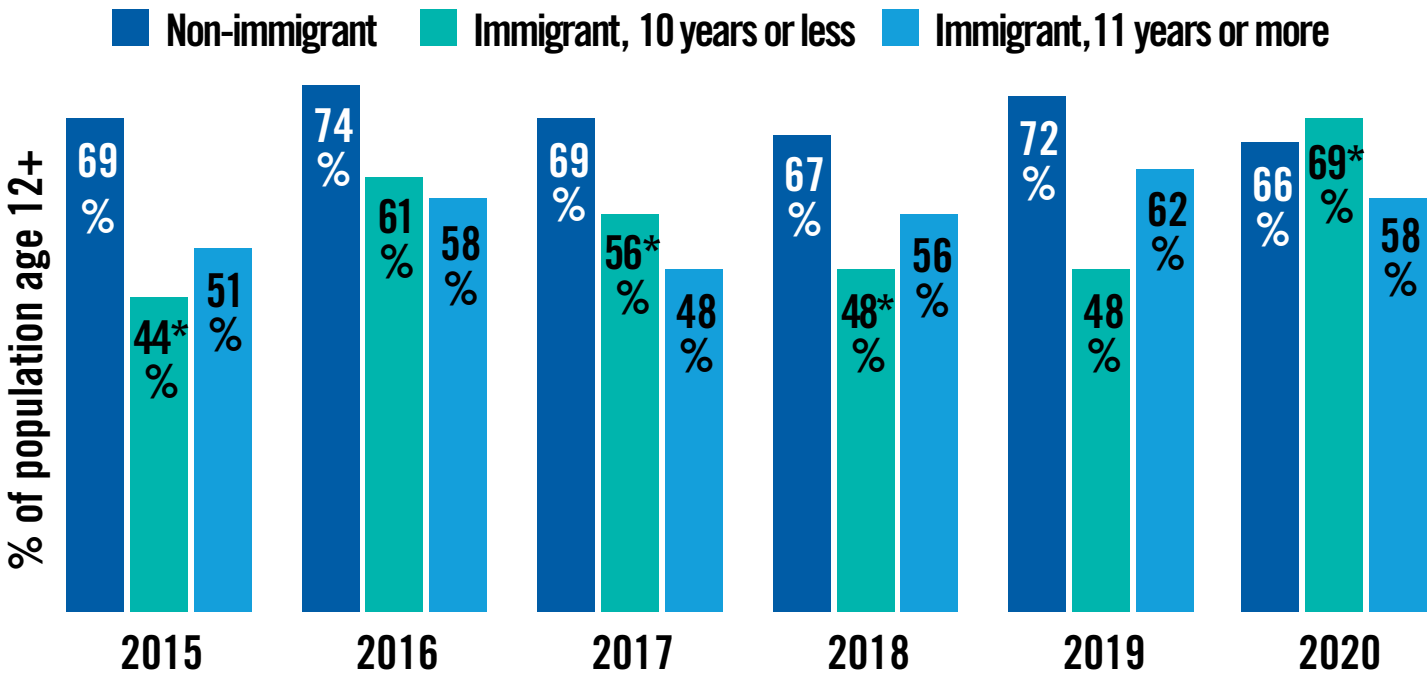
- Gaps in health access and equity were exacerbated by the COVID-19 pandemic
- Newcomers feel supported when they can access services in their preferred language
- There is a persistent need to continue promoting service navigation supports

To inform planning, two community-level indicators have been included, providing a population-level picture of the health and well-being of newcomers in York Region compared to their Canadian-born counterparts:

- Self-reported physical health, whether excellent or very good
- Self-reported mental health, whether excellent or very good

Canadian Community Health Survey

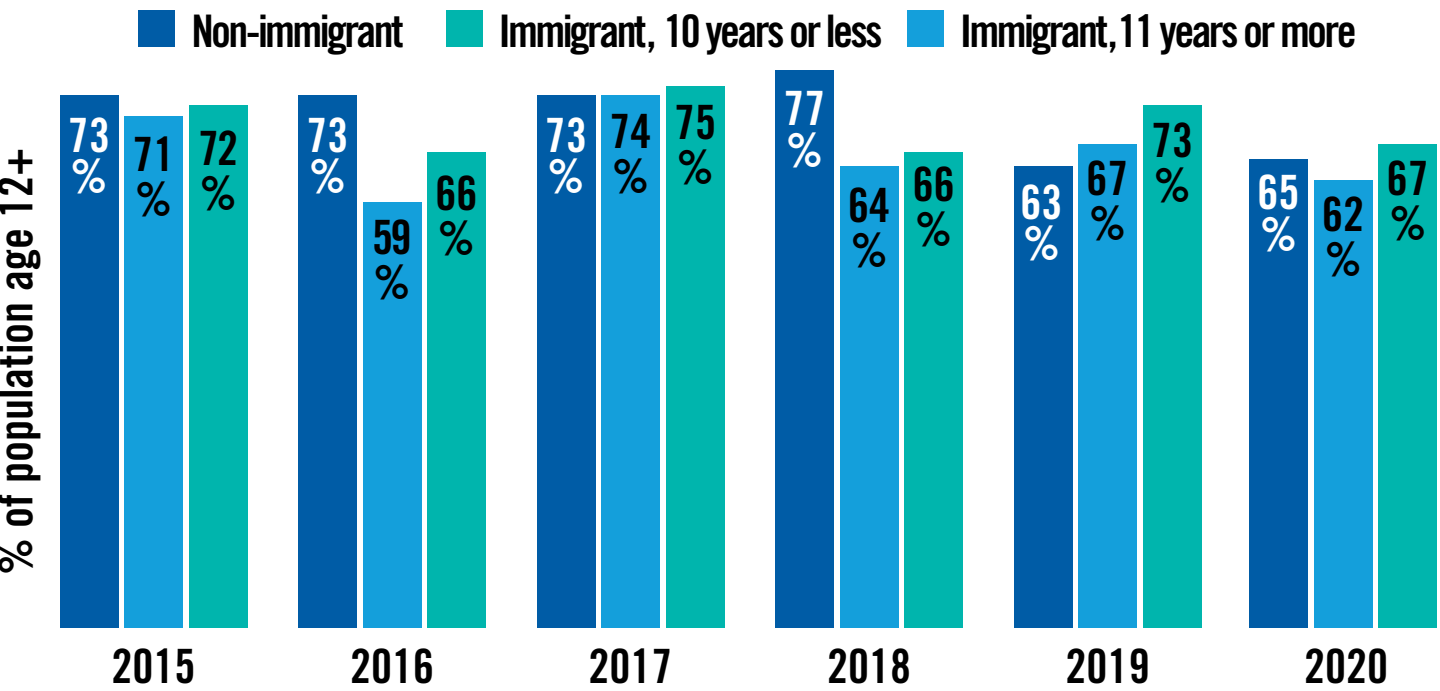
PERCEIVED PHYSICAL HEALTH EXCELLENT OR VERY GOOD, YORK REGION, 2015-2020



The data above suggests that non-immigrants (Canadian-born residents) generally self-report higher levels of excellent or very good physical health compared to newcomers (who arrived within the past 10 years) and established immigrants (who arrived 11 years ago or more).



PERCEIVED MENTAL HEALTH EXCELLENT OR VERY GOOD, YORK REGION, 2015-2020



In recent years, non-immigrants and immigrants have reported similar levels of perceived mental health. Staff will continue to monitor community-level indicator trends and changes to help inform planning.

Notes: 1.*Interpret with caution-high variability associated with this percentage. 2. The data used for this indicator are self-reported and may be subject to errors in recall and over or underreporting due to social desirability. 3. Percentages are weighted to be representative of the population and rounded. 4. Due to the COVID-19 pandemic, data collection operations for CCHS 2020 were disrupted and adversely affected resulting in a reduced number of completed interviews. Statistics Canada has a note to users to use the CCHS 2020 data with caution, especially when creating estimates for small sub-populations or when comparing to other CCHS years. 5. Data reported are for population aged 12 and over. Source: Canadian Community Health Survey, 2015-2020, Community and Health Services - Public Health, The Regional Municipality of York.



WHAT WE WILL DO

COLLECTIVE ACTIONS	
1.1	Develop and promote a resource for service providers to enhance their capacity to design and deliver services responsive to newcomers’ needs
1.2	Work with health partners in York Region to support culturally informed health care approaches
1.3	Continue promoting and enhancing supports for newcomers that build their awareness of and access to services in York Region
1.4	Advance opportunities to increase health care access for at-risk newcomer populations
1.5	Enhance newcomers’ awareness of housing supports and their legal rights, and build partnerships to strengthen how landlords work with newcomers as tenants



“Living in York Region really helped me to understand a new culture. It strengthened my connection to Canadian society, and with my mom working here, we also feel more Canadian. It’s been a very good experience. I was discriminated against in school. It’s a bad thing, but at the same time, I knew how to combat racism and promote multiculturalism, which is a very important part of Canadian culture. So, I view it as a lesson, and I’m very grateful.”

— Newcomer youth

NEWCOMER SPOTLIGHT | **ARTIST: JING FU**
MEDIA: PAINTING

“The most important reason I love York Region is that we are surrounded by parks, trails, and nature-reserved areas. As a landscape painter, nature gives me so much inspiration. I always go hiking and photographing, which helps me [to] keep creating better artwork.”



“Our family is enjoying the York Regional Forest. We went to different trails, beginning in the pandemic, to release stress.”

— Newcomer parent

For more information on the York Regional Forest, visit: york.ca/Forests



PRIORITY AREA 2: SOCIAL INCLUSION
Building welcoming communities where everyone belongs

OBJECTIVES

- Promote welcoming and inclusive communities for newcomers
- Celebrate newcomers’ contributions to the Region’s diversity and economy
- Support the Inclusion Charter for York Region, where everyone can live with respect, dignity and freedom from discrimination

WHY IS THIS IMPORTANT?

Building more connections with newcomer communities, celebrating newcomers’ contributions, and addressing racism and discrimination can help increase newcomers’ sense of belonging and social connectedness. These contribute to positive health and socio-economic outcomes and create conditions for newcomers to participate more fully and thrive in York Region communities.

Some intended outcomes of actions under this priority area include: newcomers feel included, welcomed and accepted; newcomers feel they can develop to their fullest potential in York Region; and newcomers are celebrated for their contributions to the Region’s diversity and economy.

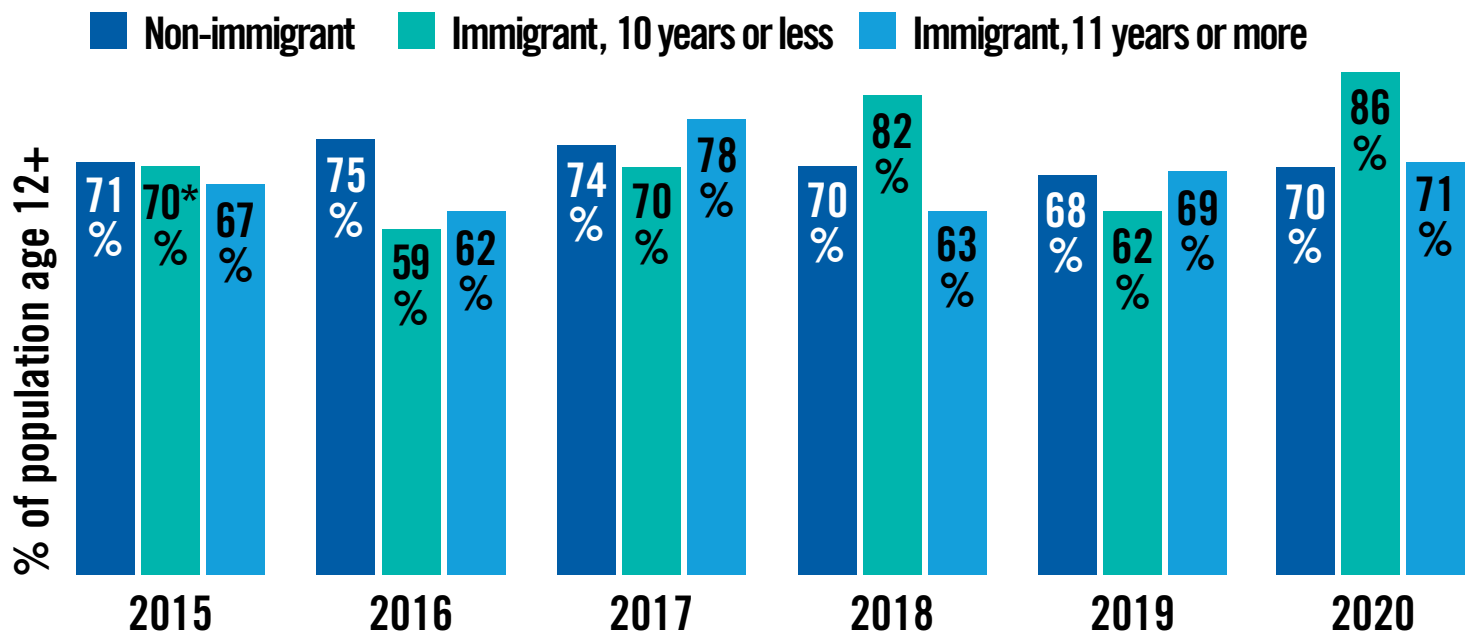
HOW ARE NEWCOMERS DOING?

During the consultation process, newcomer residents and community partners said that newcomers feel York Region is welcoming and inclusive, but they also want to learn more about their diverse neighbours and increase their social connectedness. In addition, there is a need to find opportunities to recognize and promote newcomer achievements and contributions to their community.

To enhance our understanding of social inclusion among York Region newcomers, sense of belonging data provides a community-level perspective:

Canadian Community Health Survey

SENSE OF COMMUNITY BELONGING
VERY STRONG OR SOMEWHAT STRONG, YORK REGION, 2015-2020



Generally, sense of community belonging is quite varied among immigrants, whether newcomers or established, compared to non-immigrants, who appear to be relatively more stable in this respect.

Notes: 1.*Interpret with caution-high variability associated with this percentage. 2. The data used for this indicator are self-reported and may be subject to errors in recall and over or under-reporting due to social desirability. 3. Percentages are weighted to be representative of the population and rounded. 4. Due to the COVID-19 pandemic, data collection operations for CCHS 2020 were disrupted and adversely affected resulting in a reduced number of completed interviews. Statistics Canada has a note to users to use the CCHS 2020 data with caution, especially when creating estimates for small sub-populations or when comparing to other CCHS years. 5. Data reported are for population aged 12 and over. Source: Canadian Community Health Survey, 2015-2020, Community and Health Services - Public Health, The Regional Municipality of York.



WHAT WE WILL DO

COLLECTIVE ACTIONS	
2.1	Build connections and foster collaboration among community-based newcomer networks and human service providers
2.2	Promote municipal programs and services to newcomers to strengthen community belonging
2.3	Create an annual region-wide newcomer celebration to recognize newcomers’ contributions to York Region’s diversity and economy
2.4	Promote educational and awareness building opportunities that support the goals of the Inclusion Charter for York Region



PRIORITY AREA 3: ECONOMIC PROSPERITY

Promoting equitable and prosperous economic pathways for newcomers

OBJECTIVES

- Build employers’ understanding of local labour market supply and demand to enhance capacity to plan and respond
- Promote a regional economy in which newcomers have jobs that align with their education, skills and work experience
- Promote equitable access to labour market readiness supports for newcomers

WHY IS THIS IMPORTANT?

Labour force growth, a key determinant of long-term economic growth, is driven primarily by immigration. Newcomers bring global talent and skills to York Region communities, as well as help create jobs, fill labour gaps and volunteer, which also contribute to local and regional economic growth. Increasing collective understanding of the local labour market, working with employers to connect with local immigrant talent sources and addressing barriers to fuller workforce participation among newcomers can enhance York Region’s economic vitality.

Some intended outcomes under this priority area include: newcomers helping to meet labour market shortages to keep York Region economically competitive; newcomers having employment commensurate with their education, skills and work experience; and newcomers having access to wrap-around supports, enabling them to attend employment services and enhance their ability to participate in the workforce.

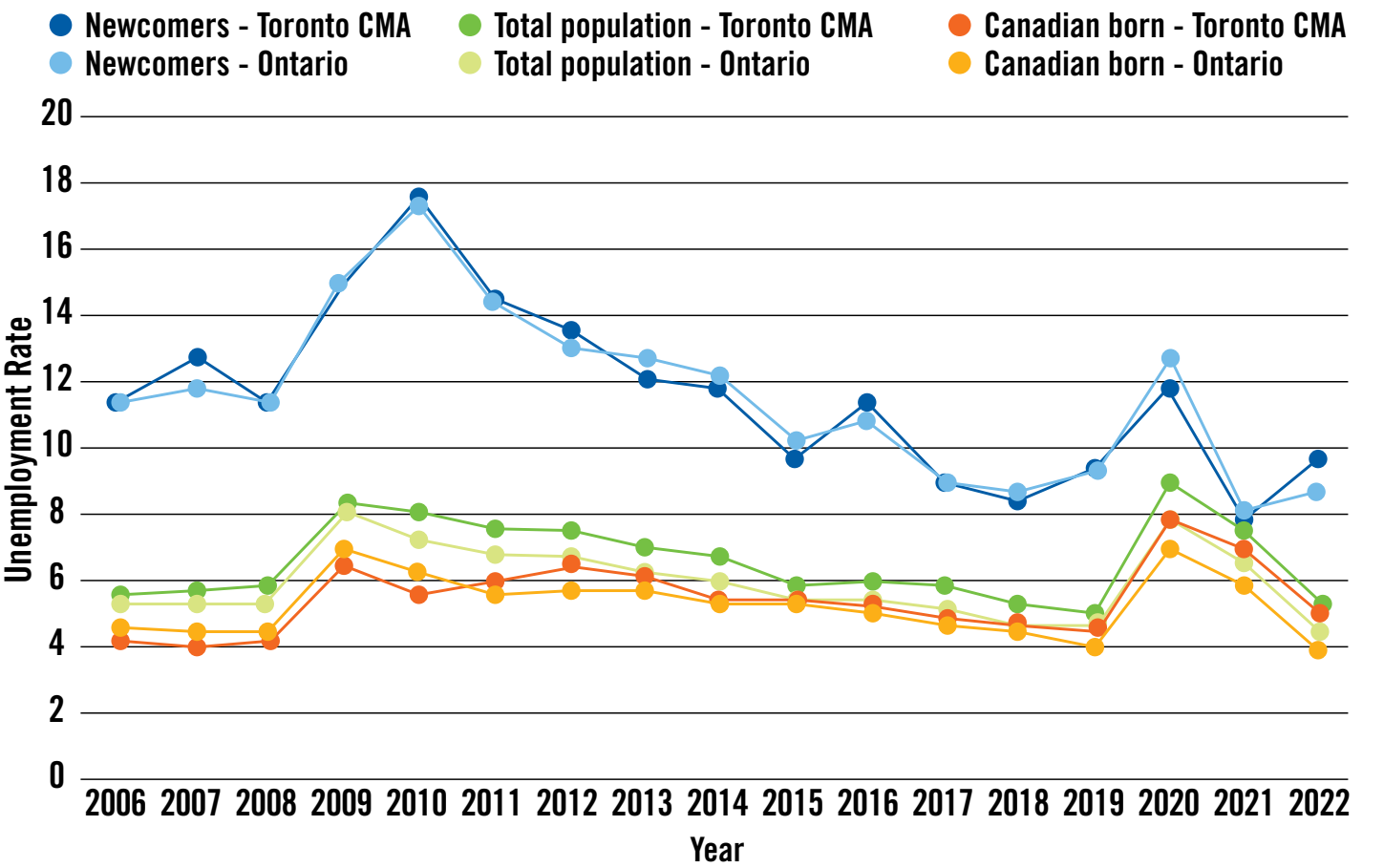


Statistics Canada

Despite having higher levels of education on average than Canadian-born residents, many newcomers face barriers connecting to employment opportunities. This results in newcomers, as a group, experiencing more challenges getting employed in roles that align with and fully leverage their education, skills and work experience.

The graph shows that newcomers in the Toronto census metropolitan area persistently experience much higher unemployment rates. The 2008 recession amplified these differences, however, the COVID-19 pandemic significantly reduced this discrepancy as many Canadian-born residents were unemployed. As the economy re-opened after 2021, the data indicates a widening disparity between newcomers and Canadian-born residents who are unemployed.

UNEMPLOYMENT RATE FOR ADULTS 25-64 BY IMMIGRANT STATUS
ONTARIO AND TORONTO CENSUS METROPOLITAN AREA (CMA)



Notes: 1. "Newcomers" refer to immigrants who landed within 5 years prior to the survey. 2. Toronto CMA includes Toronto, York, Peel, Halton and Durham. Source: Statistics Canada, Labour Force Survey, 2006 to 2022.

HOW ARE NEWCOMERS DOING?

Consultation insights identified several economic challenges faced by newcomers in York Region:

- Need to ensure that newcomers’ incomes are sustainable and can meet the increasing cost of living, especially in multi-generational households
- Employers in York Region continue to experience difficulty hiring and retaining employees in the post-pandemic environment
- Need to continue promoting employment, career progression, networking and strategies for building social capital for newcomers, such as mentoring, volunteerism and internship opportunities

Two community-level indicators inform our understanding of the economic integration and labour force participation among York Region newcomers:

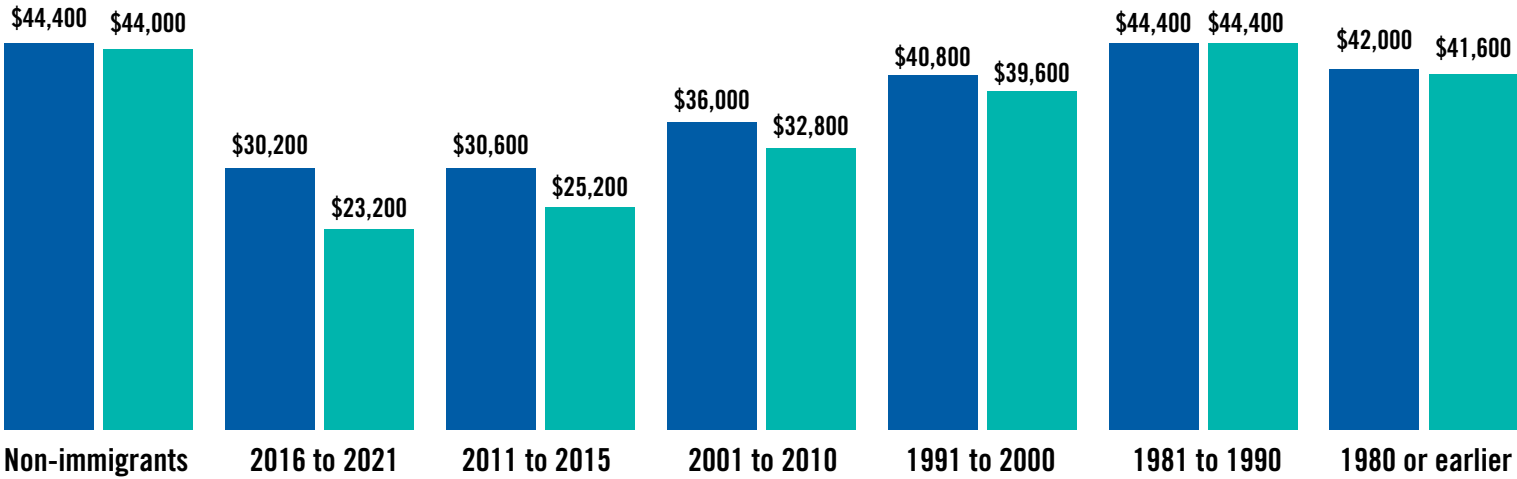
- Unemployment rates for newcomers in the Greater Toronto Area, which includes York Region
- Median income levels of newcomers compared to Canadian-born residents in York Region



Statistics Canada

MEDIAN TOTAL INCOME OF YORK REGION RESIDENTS
BY IMMIGRATION STATUS AND PERIOD OF IMMIGRATION, 2019 AND 2020

■ Median total income in 2020 ■ Median total income in 2019



Notes: 1. Median total income refers to the sum of certain incomes (including sources such as employment, investment, pension, other regular cash income like child/spousal support payments, scholarships and government transfers) before income taxes and deductions. 2. Data are for population aged 15 years and over in private households. 3. The 2021 Census reports income data for the calendar years 2020 and 2019. Source: Statistics Canada, 2021 Census, Target Group Profile of Population by Immigration and Citizenship Status.

The graph shows that newcomers and immigrants who arrived less than 10 years ago have significantly lower median total income than all other groups. Even established immigrants who arrived 11 to 30 years ago still earn less than their Canadian-born counterparts. Only those who have arrived 30 years or more ago have median total incomes comparable to the Canadian-born population.

WHAT WE WILL DO

COLLECTIVE ACTIONS	
3.1	Develop and promote resources that help employers better understand and engage newcomer and immigrant talent in York Region
3.2	Expand relationships with local employer networks to promote newcomers and immigrants in the workforce and related employment programs
3.3	Promote mentoring, paid internships and other strategies that enhance newcomers’ access to the local labour market
3.4	Support organizations advocating to regulatory bodies for accelerated licensing of internationally educated professionals to address local labour market needs



Local Immigration Partnership staff will collaborate with York Region Economic Strategy Branch on newcomer-focused actions that align with the [2024-2027 York Region Economic Development Action Plan](#)



03 IMPLEMENTING THE PLAN

STEWARDING THE PLAN FOR SUCCESS

The Newcomer Inclusion Table will provide strategic direction on implementation of the Plan. To support effective implementation of the Plan’s collective actions, the Newcomer Inclusion Table’s three working groups, aligned with each of the strategic priorities, are committed to bringing these initiatives to life in community. This will be accomplished through continued collaboration and coordination with community partners, local municipalities and staff, and the newcomer populations they serve.

To maximize potential impact and reach, implementation of each collective action will consider:

- Prioritizing relevant newcomer sub-populations (e.g., seniors, families, youth, international students, internationally educated professionals, migrant workers, non-status migrants, asylum seekers, refugees designated for resettlement, rural residents, newcomers experiencing low income, and newcomers living with disabilities)
- Collaborating with municipal partners
- Leveraging existing expertise and programs among community partners
- Leveraging existing resources, such as service navigation tools, to mitigate duplication of efforts
- Aligning with other Regional plans and strategies, and to provincial and federal priorities
- Identifying opportunities to advocate to senior levels of government for policy and funding changes where appropriate
- Maximizing the role of the Region’s five Welcome Centres as important points of newcomer engagement, coordination and access to wrap-around services

York Region will play a stewardship role in coordinating this wide range of efforts by working with the Newcomer Inclusion Table, its working groups and community partners to:

- Coordinate and convene community partners to build partnerships
- Establish targets on performance measures
- Monitor progress of and impact resulting from implementation of the Plan’s collective actions
- Identify opportunities to scale up successful initiatives
- Lead coordination of identified advocacy opportunities
- Support the sector through shifts in federal and provincial policies
- Monitor community-level indicators that may inform shifts in strategic direction
- Report on the Plan’s implementation as required



“When I first came, I was pretty young. My father went to college to get another degree so he could work in international trade. My mom used to be a nurse. When she came here, she tried to apply, but she had to go to school again. She was not able to do that, so she couldn’t apply her skills that she practiced back home. So, she went into manual labour to help make ends meet.”

– Newcomer young adult

04 CONCLUSION

York Region continues to grow, driven in large part by newcomer settlement in our communities. Enhancing newcomers' ability to settle here and be included positively – from health and well-being to social and economic inclusion – will support the Region's continued success and prosperity.

As the Region's third plan for newcomer inclusion, the vision for *A Place to Thrive: York Region's 2024 to 2027 Plan for Newcomer Inclusion* serves as an important guide that leverages existing community-based newcomer settlement and inclusion efforts and focuses additional contributions through collective actions for greater success. As a result, this approach aims to optimize current investments while also building in flexibility, resilience and responsiveness to newcomers' needs and to any shifts in provincial and federal priorities. By aligning with existing plans and community assets, this Plan enhances our opportunities to create better local conditions for newcomers to thrive in York Region.



**NEWCOMER
SPOTLIGHT** | **ARTIST: AMNA NAWAB**
MEDIA: MIXED MEDIA, EMBROIDERY



"I definitely feel a sense of belonging in York Region. Since immigrating to Canada, I have felt very connected to York Region. I feel very welcome, and York Region is very diverse. They have a lot of services to include newcomers. I feel this area is my new home. This is my home forever, and I'm really hoping to help my new community."

– Newcomer adult



05 APPENDICES

APPENDIX 1 –
HEALTHY COMMUNITIES WORKPLAN
Supporting newcomer health, safety and well-being

- OBJECTIVES:
- Build understanding of newcomers’ health and well-being priorities among service providers
 - Enhance service provider capacity to work in ways sensitive to newcomers’ needs
 - Expand newcomers’ awareness of and access to health and well-being services and resources
- LEAD: Healthy Communities Working Group under the Newcomer Inclusion Table of York Region

COLLECTIVE ACTIONS	PERFORMANCE MEASURES	ACTIVITIES	TIMELINES			
			2024	2025	2026	2027
1.1 Develop and promote a resource for service providers to enhance their capacity to design and deliver services responsive to newcomers’ needs	<ul style="list-style-type: none">• % of surveyed community partners satisfied or very satisfied with resource• #/% of agencies reporting resource and training supports strengthened their capacity to work with newcomer clients and partners	1.1.1 Develop a resource that builds service provider capacity to work with newcomers and newcomer sub-populations (e.g., seniors, youth, 2SLGBTQI+, asylum seekers, etc.) 1.1.2 Promote resource and relevant cultural sensitivity training for service providers	<div></div>	<div></div>	<div></div>	<div></div>
1.2 Work with health partners in York Region to support culturally informed healthcare approaches	<ul style="list-style-type: none">• # of community partners involved in supporting Ontario Health Team (OHT) engagement• # of engagements with newcomers	1.2.1 Work with OHTs in York Region to identify engagement opportunities with community partners 1.2.2 Support the OHTs’ respective diversity and inclusion efforts regarding newcomers (e.g., harmonizing newcomer-related resources and supports to promote consistency, increasing representation of newcomers on OHT committees and advisories)	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>
1.3 Continue promoting and enhancing supports for newcomers that build their awareness of and access to services in York Region	<ul style="list-style-type: none">• # of resources developed for residents and service providers• # of downloads of York Region resources• # of community partners engaged• #/% of community partners reporting strengthened ability to welcome newcomers	1.3.1 Identify and develop targeted resources and outreach approaches to enhance newcomer service awareness and navigation 1.3.2 Enhance and promote York Region resources to support newcomer service awareness and navigation (e.g., Access York, York Region Newcomer Guide, york.ca/NewcomerServices) 1.3.3 Collaborate on a framework to enhance readiness to respond to migrant influxes in York Region	<div></div> <div></div> <div></div>	<div></div> <div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>
1.4 Advance opportunities to increase health care access for at-risk newcomer populations	<ul style="list-style-type: none">• # of opportunities developed and implemented• #/% of community partners reporting enhanced ability to support at-risk newcomers	1.4.1 Identify at-risk, hard-to-reach newcomer populations and their needs (e.g., existing Public Health programming, 9-1-1 usage information, combatting stigma to address newcomers’ mental health needs) 1.4.2 Assess opportunities to increase newcomer access to health services (e.g., service models like leveraging post-secondary nursing programs with focused populations including newcomers, campaigns, and partnerships such as OHTs)	<div></div> <div></div>	<div></div> <div></div>	<div></div>	<div></div>
1.5 Enhance newcomers’ awareness of housing supports and their legal rights, and build partnerships to strengthen how landlords work with newcomers as tenants	<ul style="list-style-type: none">• # of resources distributed and information sessions promoted• # of newcomers and landlords engaged• #/% of newcomers reporting increased knowledge of their rights• % of landlords reporting increased capacity to work with newcomer renters	1.5.1 Provide information, resources and engagement to build newcomers’ awareness of their legal rights and the housing supports available to them	<div></div>	<div></div>	<div></div>	<div></div>

Priority area was approved by York Regional Council in [April 2023](#).

APPENDIX 2 –
SOCIAL INCLUSION WORKPLAN
Building welcoming communities where everyone belongs

- OBJECTIVES:
- Promote welcoming and inclusive communities for newcomers
 - Celebrate newcomers’ contributions to the Region’s diversity and economy
 - Support the Inclusion Charter for York Region, where everyone can live with respect, dignity and freedom from discrimination

LEAD: Social Inclusion Working Group under the Newcomer Inclusion Table of York Region

COLLECTIVE ACTIONS	PERFORMANCE MEASURES	ACTIVITIES	TIMELINES			
			2024	2025	2026	2027
2.1 Build connections and foster collaboration among community-based newcomer networks and human service providers	<ul style="list-style-type: none">• # of community partners engaged• #/% of community partners reporting strengthened partnerships	2.1.1 Identify and prioritize newcomer sub-populations to work with and increase engagement (e.g., those served by faith-based organizations, Black newcomers, 2SLGBTQI+, seniors, etc.) 2.1.2 Strengthen referral pathways to Francophone service providers 2.1.3 Coordinate and enhance advocacy to senior governments and other partners (e.g., foundations, financial institutions, etc.) for more newcomer settlement services in northern York Region	●	●	●	●
2.2 Promote municipal programs and services to newcomers to strengthen community belonging	<ul style="list-style-type: none">• # of community partners engaged in outreach• % satisfaction among municipalities with newcomers participating in local parks, recreation, tourism and events	2.2.1 Work with local municipalities to strengthen promotion of parks, trails, library services, and recreation programs to newcomers, including local tourism, attractions and community-based event opportunities	●	●	●	●
2.3 Create an annual region-wide newcomer celebration to recognize newcomers’ contributions to York Region’s diversity and economy	<ul style="list-style-type: none">• # of community partners and residents engaged in planning• % of community partners, residents, volunteers and attendees satisfied and very satisfied with annual celebration• # of posts and interactions on social media	2.3.1 Coordinate an approach to establish an annual newcomer recognition celebration across York Region starting in 2025 2.3.2 Work with local municipalities and service providers to host annual newcomer celebration event(s) and related activities in York Region	●	●	●	●
2.4 Promote educational and awareness building opportunities that support the goals of the Inclusion Charter for York Region	<ul style="list-style-type: none">• % of community partners, residents, and attendees satisfied and very satisfied with related initiatives• # of community partners and residents engaged• # of resources distributed	2.4.1 Support Inclusion Charter for York Region initiatives, such as anti-hate, racism and discrimination campaigns, workshops, advocacy and other learning opportunities 2.4.2 Identify opportunities for meaningful engagement and collaboration among newcomer and Indigenous communities and service providers (e.g., for newcomers to learn about Indigenous culture) 2.4.3 Promote and develop civic engagement and community leadership opportunities for newcomers	●	●	●	●

Priority area was approved by York Regional Council in [April 2023](#).

APPENDIX 3 –
ECONOMIC PROSPERITY WORKPLAN

Promoting equitable and prosperous economic pathways for newcomers

- OBJECTIVES:
- Build employers’ understanding of local labour market supply and demand to enhance capacity to plan and respond
 - Promote a regional economy in which newcomers have jobs that align with their education, skills, and work experience
 - Promote equitable access to labour market readiness supports for newcomers

LEAD: Economic Prosperity Working Group under the Newcomer Inclusion Table of York Region

COLLECTIVE ACTIONS	PERFORMANCE MEASURES	ACTIVITIES	TIMELINES			
			2024	2025	2026	2027
3.1 Develop and promote resources that help employers better understand and engage newcomer and immigrant talent in York Region	<ul style="list-style-type: none">• % of surveyed employers satisfied and very satisfied with resources provided• #/% of employers reporting that resources enhanced their human resource practices	<p>3.1.1 Engage employers and partners to identify priority newcomer recruitment and retention topics that can enhance employers’ human resource practices and reduce barriers for newcomer talent</p> <p>3.1.2 Curate and develop relevant employer resources (e.g., recruitment and retention guides), including how and where to deploy these resources effectively</p> <p>3.1.3 Promote these resources to employers and through partners (e.g., employment service providers and service system manager, industry associations and events, employer networks, etc.)</p>	●	●		
3.2 Expand relationships with local employer networks to promote newcomers and immigrants in the workforce and related employment programs	<ul style="list-style-type: none">• #/% increase of employer and other (e.g., Workforce Planning Board of York Region, associations) contacts over time• # of engagements with these contacts	<p>3.2.1 Engage partners to identify and grow number of local industry associations and employer network contacts on an ongoing basis</p>	●	●	●	●
3.3 Promote mentoring, paid internships and other strategies that enhance newcomers’ access to the local labour market	<ul style="list-style-type: none">• # of employers engaged• # of employers implementing programs• # of newcomers and employers reporting program satisfaction	<p>3.3.1 Identify mentoring, paid internship and other relevant programs to promote to local employers</p> <p>3.3.2 Prioritize and engage employers to support program implementation</p> <p>3.3.3 Engage prioritized employers, and support program implementation</p>	●			
3.4 Support organizations advocating to regulatory bodies for accelerated licensing of internationally educated professionals to address local labour market needs	<ul style="list-style-type: none">• # of initiatives supported	<p>3.4.1 Identify, prioritize regulated professions to support based on York Region labour market needs</p> <p>3.4.2 Identify approaches and tools that support advocacy</p>	●	●	●	●

Priority area was approved by York Regional Council in [April 2023](#).

NEWCOMER INCLUSION TABLE OF YORK REGION, 2023-2026 MEMBERS



Accessible format of this document
available upon request
york.ca

Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada



From: Clerk General Line
Sent: Thursday, March 28, 2024 3:46 PM
Subject: Regional Council Decision - Approach to Developing York Region's 2025 to 2035 10-Year Housing and Homelessness Plan

CAUTION: This email originated from a source outside the City of Markham. DO NOT CLICK on any links or attachments, or reply unless you recognize the sender and know the content is safe.

On March 21, 2024 Regional Council made the following decision:

1. The Regional Clerk forward this report to local Members of Parliament, the Minister of Municipal Affairs and Housing, local Members of Provincial Parliament and Clerks of the local municipalities.
2. Staff be directed to bring back a report by June 2024 that outlines a rapid deployment plan, with funding options, for emergency and transitional housing to address the exponential growth in homelessness.
3. The Region approach other Regional Municipalities and the City of Toronto to establish a GTA Housing and Homelessness Advocacy Group consisting of elected officials.

The original staff report is available for your information at the following [link](#).

Please contact Karen Antonio-Hadcock, Acting General Manager, Housing Services at 1-877-464-9675 ext. 72088 or Sandra Malcic, Director, Planning Policy and Data at ext. 75274 if you have any questions with respect to this matter.

Regards,

Christopher Raynor (he/him) | Regional Clerk, Regional Clerk's Office, Corporate Services Department

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The Regional Municipality of York

Committee of the Whole
Community and Health Services

March 7, 2024

FOR DECISION

Report of the Commissioner of Community and Health Services and Chief Planner Approach to Developing York Region's 2025 to 2035 Housing and Homelessness Plan

1. Recommendation

The Regional Clerk forward this report to local Members of Parliament, the Minister of Municipal Affairs and Housing, local Members of Provincial Parliament and Clerks of the local municipalities.

2. Purpose

This report provides Council with an update on development of York Region's next 10-year housing and homelessness plan anticipated to be brought to Council in Q2 2025, and implementation plans for each segment of the housing continuum in 2024 that will inform the 10-year housing and homelessness plan.

The 10-year housing and homelessness plan will be informed by work underway on three implementation plans to address needs across the Region's housing continuum; [Affordable Private Market Housing Implementation Plan](#), [Community Housing Development Master Plan](#) and [Homelessness Service System Plan](#), each planned for Council's consideration in 2024. A new strategic plan for the Region's housing corporation, Housing York Inc. is also underway.

Key Points:

- As a Service Manager, York Region is required by the Province to develop and maintain a 10-year housing and homelessness plan. The Region's first plan, *Housing Solutions*, was approved by Council in [June 2014](#) and significantly updated in [October 2019](#).
- York Region's next housing and homelessness plan for 2025-2035 is targeted to be brought forward to Council in Q2 2025. Staff will continue to advance the goals and

priorities of *Housing Solutions* until the new 10-year housing and homelessness plan is developed.

- The next 10-year housing and homelessness plan will be informed by the implementation plans currently underway and to be brought forward to Council over Q2 and Q3 2024. These include the Affordable Private Market Housing Implementation Plan, Community Housing Development Master Plan and Homelessness Service System Plan.

3. Background

Region is required by the Province to develop and maintain a 10-year housing and homelessness plan

As a Service Manager, York Region is required by the *Housing Services Act, 2011* to develop and maintain a 10-year housing and homelessness plan addressing local housing and homelessness needs. The Act prescribes specific requirements for the plans, including:

- An assessment of current and future housing needs within the service area
- Objectives and targets relating to housing needs
- Measures proposed to meet objectives and targets
- Other matters as may be prescribed by the Province

Additional direction is provided by the Province through the [Policy Statement: Service Manager Housing and Homelessness Plans](#), last updated in 2016.

Council approved the first 10-year housing and homelessness plan in 2014 and a significant update in 2019, with annual progress reports to Council

The Region's first 10-year housing and homelessness plan, [Housing Solutions: A place for everyone](#), was approved in [June 2014](#). Service Managers are required to review plans every five years. Council approved an [update](#) to the plan following a review in [October 2019](#), with updated goals and objectives to address increasing community needs, including:

1. Increase the supply of affordable and rental housing
2. Help people find and keep housing
3. Strengthen the housing and homelessness system

Service Managers must report publicly each year on progress achieved in advancing their 10-year plans. This report is brought to Council each June with a summary of outcomes achieved

in the previous year, updates on performance and system indicators and an action plan for the following year. Council received the 2022 progress report and 2023 action plan in [June 2023](#).

Council will receive the final progress report on the current plan in June 2024. The report will summarize key outcomes achieved since 2019 and analyze 5-year trends.

4. Analysis

Significant changes continue to impact York Region's housing and homelessness system, which must be addressed through the Region's next 10-year plan

Since Council approved the updated *Housing Solutions* plan in 2019, housing market pressures and resident needs have continued to increase. In response, Council declared a housing affordability crisis in [February 2021](#). The following describes the current environment:

- The Region continues to face growing housing unaffordability and limited rental supply, with a rental vacancy rate of just 1% in 2022, well below the healthy rate of 3%.
- Demand for subsidized housing continues to grow, with 2,400 new eligible applications added to the Region's subsidized housing wait list in 2022, and supply is not keeping up. As of December 31, 2022, there were 14,867 households on the subsidized housing wait list, with about 371 applicants housed annually on average between 2008 and 2022.
- The number of people experiencing homelessness in York Region, and across Ontario, is increasing. The Region's emergency and transitional housing facilities are consistently at or near capacity.
- Increased numbers of asylum seekers continue to place additional pressures on emergency and transitional housing facilities.
- The By-Name List is a real-time list of known people experiencing homelessness who have connected with a homelessness service or support in York Region. In December 2023, 848 unique people were on the By-Name List, compared to 552 unique people in December 2022, an increase of 54%.
- The number of people receiving on Ontario Works benefits in York Region increased by 25% between December 2022 and 2023.

Region continues to advocate for increased Federal and Provincial funding to expand the supply of affordable and community housing

Senior levels of government remain critical partners for achieving commitments set out in the Region's housing and homelessness plan. Since the revised plan was approved by Council in 2019, the funding landscape for housing and homelessness initiatives has continued to evolve. Recent Federal and Provincial initiatives, like the Housing Accelerator Fund and the Building Faster Fund, have focused on local municipal efforts to increase the supply of housing. As an

upper-tier municipality the Region is ineligible for these programs and has advocated to senior levels of government to be made eligible.

Provincial changes as a result of Bill 23, *More Homes Built Faster Act, 2022* (Bill 23) now require municipalities to phase in their Council approved development charges rates and provide development charges discounts for rental housing and, once proclaimed, exemptions for affordable and attainable housing. Bill 23 also removed Housing Services as a development charge-eligible service, effective November 28, 2022. Removal of this service means the Region can no longer collect development charges for this service. The Region's 2022 Development Charges Bylaw had included \$109 million to help fund the growth-related share of the cost to construct approximately 1,500 new community housing units over the next 10 years. Collectively, the changes currently in effect would reduce development charge collections needed to fund vital housing enabling infrastructure, by about \$700 million over the next ten years.

The Province increased York Region's Homelessness Prevention Program funding to \$36.7 million in 2023, up from \$20.8 million in 2022. This additional funding is intended to address Provincial funding shortfalls, as identified by the Ontario Auditor General's 2021 Value for Money Audit on homelessness programs.

The Region has continued to advocate for Federal and Provincial funding to support the increased number of asylum seekers, including a [January 2024](#) Council motion requesting an increased Federal allocation under the Canada-Ontario Housing Benefit and additional funding to address the asylum seeker response.

Province is reviewing requirements for 10-year housing and homelessness plans

The current Policy Statement for Service Manager Housing and Homelessness Plans was last updated by the previous Provincial government as part of its Long-Term Affordable Housing Strategy. It does not reflect housing-related priorities and programs advanced by the current government, including annual Housing Supply Action Plans, Community Housing Renewal Strategy and new consolidated Homelessness Prevention Program. The Policy Statement articulates responsibility for Service Managers to address homelessness, roles of non-profit and co-operative community housing providers and the private market. It does not reflect recent legislative changes made by the current government, such as changes introduced under Bill 23.

Provincial staff have indicated the Province is reviewing 10-year plan requirements, and updated guidance is expected in 2024. While potential changes are unknown at this time, several of the Ontario Auditor General's 2021 audit recommendations pointed to a lack of Provincially prescribed standardized outcomes and indicators for Service Managers to collect, track, and report through local 10-year housing and homelessness plans. Updated Provincial direction will be important for completing the next plan in 2025, as the plan must meet Provincial requirements. Staff will continue to monitor any changes to the policy statement. The scope of the Provincial review may impact timing for the new plan, currently targeted for Q2 2025.

While implementation plans and a refreshed 10-year plan are under development, staff are continuing to deliver on the priorities identified within the current plan

As the new plan is being developed, staff continue to advance priorities and goals identified within the current plan, as they remain relevant to the needs of York Region residents. This includes ongoing efforts to build new community housing, continuing the Development Charges deferral policy for purpose-built rental, delivering programs that support households on the subsidized housing wait list and By-Name List, and advancing initiatives to strengthen the overall housing and homelessness system. The new 10-year housing and homelessness plan will reaffirm Council's commitments outlined in the implementation plans and will respond to any additional Provincial requirements for 10-year plans identified through the current Provincial review.

Housing implementation plans currently underway will inform the next 10-year plan

Council has endorsed development of targeted plans to address the housing continuum including homelessness, community housing and market housing. Housing and homelessness plans must be informed by needs assessments and consultations; this work began in 2023 and continues this year. An overview of York Region's housing continuum and details on the three implementation plans are provided in Figure 1

Figure 1

York Region Housing Continuum and Related Implementation Plans



The [Homelessness Service System Plan](#) is targeted to be brought forward to Council in Q2/Q3 2024 and will respond to immediate and long-term needs of residents experiencing or at-risk of

homelessness. Work has included preliminary consultations with stakeholders to outline initial direction and priorities, and additional consultations with local municipalities, community partners and people with lived experience are currently underway. A Special Meeting of Regional Council was held [November 2023](#) to inform Council about the growing challenges in York Region, actions being taken and new approaches.

The Community Housing Development Master Plan will guide long-term investments to increase the supply of community housing, including Housing York Inc. Since Council initially approved the development of the master plan in [November 2021](#), legislative and regulatory changes to the *Housing Services Act* and Bill 23 have required staff to reconsider the direction and scope. The master plan is targeted to be brought forward to Council in Q3 2024 and will be informed by a needs assessment and consultations with community housing providers and local municipalities to establish key targets and objectives.

The [Affordable Private Market Housing Implementation Plan](#) will identify actions, advocacy and partnership approaches to private market housing gaps in the short, medium and long-term. Work has included completing a needs assessment, conducting consultations with key stakeholders and developing strategic directions and options presented to the Housing Affordability Task Force in January 2024. The proposed Affordable Private Market Housing Implementation Plan will be brought forward to Council in Q2/Q3 2024.

Actions endorsed by Council under each plan will be consolidated into the next 10-year housing and homelessness plan. The 10-year housing and homelessness plan will serve as an overarching implementation road map setting out short, medium and long-term actions to be completed over the next 10 years to achieve key targets and objectives for measuring progress. The 10-year housing and homelessness plan will also provide a renewed housing advocacy position for the Region, based on updated needs assessments and Council-endorsed targets, recognizing the Region cannot address its housing challenges without partnerships with senior levels of government.

A new strategic plan is also being developed for Housing York Inc., in consultation with the Board of Directors, as the current plan ends in 2024. Actions identified through that work will also be used to inform the 10-year housing and homelessness plan where appropriate.

Region's new 10-year housing and homelessness plan will advance the 2023 to 2027 Strategic Plan priority of supporting community well-being

Each of the implementation plans, as well as the new 10-year housing and homelessness plan, will advance the Region's [2023 to 2027 Strategic Plan: From Vision to Results](#). The strategic plan contains a number of key measures that will be reflected in the plans, including increasing the number of community housing units and rent benefits administered by the Region, and increasing the percentage of individuals and families remaining stably housed after six months who were experiencing or at-risk of homelessness. Commitments identified through the plans will be used to inform future budgets and updates to the 10-year capital plan.

5. Financial Considerations

In 2024, the Region is investing \$173 million in operating and \$24 million in capital funding into housing and homelessness priorities

Total gross expenditures in the 2024 operating budget for Housing and Homelessness Community Programs are \$173 million, of which \$93 million (54%) is funded by tax levy. The remaining expenditures are funded by senior government funding (\$56 million), regional reserves (\$14 million) and contributions from Housing York Inc. (\$10 million).

Total gross expenditures in the 2024 capital budget for Housing are \$24 million. \$19 million (79%) is funded by senior government funding, with the remaining \$5 million funded by regional reserves. These investments are being used to support construction of new community housing, deliver rent subsidy programs, and strengthen homelessness, housing stability, diversion and outreach programs.

Included in the 2024 operating budget is \$4.7 million under Housing to support the new Community Housing Supply Grant Pilot Program and \$4.8 million under Homelessness Community Programs to support seasonal shelters, cold and warm weather response, outreach and expand rapid rehousing subsidies. These investments were added to the Community and Health Services budget by Council in February 2023 as part of a \$12.8 million investment to address critical issues impacting regional residents. \$4.8 million is fully funded by increases in Provincial funding in Homelessness Community Programs, with \$2.5 million funded by tax levy and the remaining \$2.2 million funded by the Pandemic Management and Recovery Reserve.

Any cost impacts beyond 2024 will be addressed through the budget process as required. Implementation plans currently under development will include additional evidence-based funding requests backed by business cases.

6. Local Impact

Local municipalities are critical partners in advancing the priorities of Housing Solutions by enabling development of affordable housing options and responding to homelessness. Local municipalities will continue to be engaged throughout 2024 as the Affordable Private Market Housing Implementation Plan, Community Housing Development Master Plan, Homelessness Service System Plan, and the next 10-year housing and homelessness plan are being developed.

7. Conclusion

A new 10-year housing and homelessness plan is being developed, targeted for Council's consideration in Q2 2025, which will be informed by the implementation plans currently underway. While the new 10-year plan is being developed, staff will continue to work towards

the goals and objectives of *Housing Solutions* to continue supporting residents to find and keep affordable housing and address homelessness.

For more information on this report, please contact Karen Antonio-Hadcock, Acting General Manager, Housing Services at 1-877-464-9675 ext. 72088 or Sandra Malcic, Director, Planning Policy and Data at ext. 75274. Accessible formats or communication supports are available upon request.



Recommended by:

Katherine Chislett

Commissioner of Community and Health Services



Paul Freeman, MCIP, RPP

Chief Planner



Approved for Submission:

Erin Mahoney

Chief Administrative Officer

February 9, 2024

#1594479

From: Clerk General Line
Sent: Thursday, March 28, 2024 3:39 PM
Subject: Regional Council Decision - Go Transit Station Funding Act, 2023 – Regulatory Recommendations

CAUTION: This email originated from a source outside the City of Markham. DO NOT CLICK on any links or attachments, or reply unless you recognize the sender and know the content is safe.

On March 21, 2024 Regional Council made the following decision:

1. Council approve the recommendations in Table 2 of this report as well the recommendations below, in response to the regulatory framework for the new Station Contribution Fee, under the *GO Transit Station Funding Act, 2023*, requesting the Province:
 - a. Clarify that a Station Contribution Fee can be levied on either a municipal-wide or area-specific basis, specifically:
 - i. that the decision to levy the charge on a municipal-wide, or area-specific, basis, be at the sole discretion of municipal council;
 - ii. any associated mapping, in support of the benefitting area, being at the discretion of the municipal council and as part of the background study process.
 - b. Align eligible capital costs with the *Development Charges Act, 1997*, and specifically include land and all studies-related costs.
 - c. Clarify that municipalities be given latitude in developing the associated rate structure, including the ability to employ a differentiated rate.
 - d. Clarify development cost offsets, that municipalities levying the new fee will be required to provide developers, need not be commensurate/equal to additional costs associated with the new fee, specifically:
 - i. that in a two-tier jurisdiction, where the upper-tier municipality levies the fee, a local municipal offset would satisfy this requirement;
 - ii. that the methodology for calculating municipal offsets, and which offsets are to be used, form part of the associated background study and be at the sole discretion of a municipal council.
 - e. Allow a municipal council to determine additional exemptions in consultation with the development industry (and other interested stakeholders), and form part of the background study and bylaw;
 - i. that any revenue reductions, resulting from any exemptions, can be funded by future development.

2. Outside of the regulatory framework, the Province be requested to clarify:
 - a. how a municipality is prescribed to be eligible to levy the fee and that, once prescribed, there is no ability for developers to 'opt out' of participation;
 - b. that the new Station Contribution Fee does not represent a shift in funding responsibilities for new GO Transit Stations, from the Province to developers and municipalities.
3. The Regional Clerk forward this report to the Ministry of Infrastructure, Ministry of Transportation, local Members of Provincial Parliament, and the local municipalities.

The original staff report is available for your information at the following [link](#).

Please contact Edward Hankins, Director, Treasury Office and Deputy Treasurer at 1-877-464-9675 ext. 71644 if you have any questions with respect to this matter.

Regards,

Christopher Raynor (he/him) | Regional Clerk, Regional Clerk's Office, Corporate Services Department

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The Regional Municipality of York

Committee of the Whole
Finance and Administration

March 7, 2024

FOR DECISION

Report of the Commissioner of Finance

GO Transit Station Funding Act, 2023 – Regulatory Recommendations

1. Recommendations

1. Council approve the recommendations in Table 2 of this report as well the recommendations below, in response to the regulatory framework for the new Station Contribution Fee, under the *GO Transit Station Funding Act, 2023*, requesting the Province:
 - a. Clarify that a Station Contribution Fee can be levied on either a municipal-wide or area-specific basis, specifically:
 - i. that the decision to levy the charge on a municipal-wide, or area-specific, basis, be at the sole discretion of municipal council;
 - ii. any associated mapping, in support of the benefitting area, being at the discretion of the municipal council and as part of the background study process.
 - b. Align eligible capital costs with the *Development Charges Act, 1997*, and specifically include land and all studies-related costs.
 - c. Clarify that municipalities be given latitude in developing the associated rate structure, including the ability to employ a differentiated rate.
 - d. Clarify development cost offsets, that municipalities levying the new fee will be required to provide developers, need not be commensurate/equal to additional costs associated with the new fee, specifically:
 - i. that in a two-tier jurisdiction, where the upper-tier municipality levies the fee, a local municipal offset would satisfy this requirement;
 - ii. that the methodology for calculating municipal offsets, and which offsets are to be used, form part of the associated background study and be at the sole discretion of a municipal council.

- e. Allow a municipal council to determine additional exemptions in consultation with the development industry (and other interested stakeholders), and form part of the background study and bylaw;
 - i. that any revenue reductions, resulting from any exemptions, can be funded by future development.
- 2. Outside of the regulatory framework, the Province be requested to clarify:
 - a. how a municipality is prescribed to be eligible to levy the fee and that, once prescribed, there is no ability for developers to 'opt out' of participation;
 - b. that the new Station Contribution Fee does not represent a shift in funding responsibilities for new GO Transit Stations, from the Province to developers and municipalities.
- 3. The Regional Clerk forward this report to the Ministry of Infrastructure, Ministry of Transportation, local Members of Provincial Parliament, and the local municipalities.

2. Purpose

This report provides Council with an update on provincial consultation in support of the new Station Contribution Fee under the *GO Transit Station Funding Act, 2023*. This report seeks Council approval of recommendations that will serve as the Region's submission to the Ontario Regulatory Registry (ORR), posting # [24-MOI003](#), in response to the regulatory framework under the [GO Transit Station Funding Act, 2023](#).

Key Points:

- On September 25, 2023, the Province tabled *Transportation for the Future Act, 2023*, (Bill 131) which introduced a new act, the *GO Transit Station Funding Act, 2023* (Act) and a new optional associated fee, called a Station Contribution Fee (also referred to as a transit station charge). The Act came into force on December 4, 2023
- As part of the process to pass Bill 131, Regional Council provided recommendations to the Province through an October [report](#) from the Commissioner of Finance titled, "Bill 131, Transportation for the Future Act, 2023 – Recommendations"
 - Key amongst those recommendations was the Province clarify the new fee does not represent a shift in funding responsibilities for new GO Transit Stations and municipalities, like York Region, be included in its consultation on the regulatory framework

- The Ministry of Infrastructure held a series of workshops with stakeholders, including a February 27, 2024, workshop that included Regional staff from Corporate Finance, Long Range Planning and Public Works
- On February 13, 2024, the Province released ORR proposal 24-MOI003 in support of the regulatory framework for Station Contribution Fee. The commenting period closes on March 29, 2024
- Key recommendations to the Province include:
 - Clarify that a Station Contribution Fee can be levied on either a municipal-wide or area-specific basis
 - Eligible capital costs align with the *Development Charges Act, 1997*, and specifically include land and all studies-related costs
 - Municipalities be given latitude in developing the associated rate structure, including the ability to employ a differentiated rate (e.g., dependent on proximity to station)
 - Development cost offsets, that municipalities levying the new fee will be required to provide developers, need not be commensurate/equal to additional costs associated with the new fee
 - Additional exemptions be determined by municipal council, in consultation with the development industry (and other stakeholders), and form part of the background study and bylaw
- The Province is requested to clarify that the new Station Contribution Fee does not represent a shift in funding responsibilities to developers and municipalities

3. Background

Bill 131 introduced an optional Station Contribution Fee to help build new GO Transit stations

On September 25, 2023, the Province tabled Bill 131, which introduced a new, optional, Station Contribution Fee under the *GO Transit Station Funding Act, 2023*. The Act came into effect upon Royal Assent, on December 4, 2023.

The Station Contribution Fee is in response to [requests](#) made by municipalities like Durham Region for a new/alternative funding tool to raise revenues needed to fund and build new GO Transit stations.

The Station Contribution Fee would allow a prescribed municipality to fund design, construction, and other related costs for a new GO Transit station¹ by having multiple benefitting developers contribute to costs. Only prescribed upper-tier, single-tier or local municipalities may, by bylaw, levy this new

¹ Costs related to other transit infrastructure or stations, such as stations to support the Yonge North Subway Extension or York Region Transit, would not be eligible for recovery using this tool

fee. The concept of this new fee originates from Metrolinx's current market driven approach to funding new GO Transit stations, where often one benefitting developer contributes to costs of funding the station. The Station Contribution Fee may be a more equitable approach to funding GO Transit stations than the market-driven approach, in that it seeks contributions from multiple developers who may benefit from the associated value uplift of their lands.

Key aspects of the new fee, and enabling bylaw, are summarized in Appendix A.

In October 2023, Council provided recommendations to the Province regarding this new fee, including that York Region be included in consultations on regulatory framework

On [October 26, 2023](#), Council made several key recommendations to the Province, in support of the Act and Station Contribution Fee requesting to clarify:

- How future GO Transit stations will be funded if a municipality does not use the new Station Contribution Fee and if this represents a shift in responsibility for funding GO Transit stations, from the Province to municipalities
- That there is no ability for developers to 'opt out' of participation, once a municipality is prescribed, and the background study process is undertaken
- That the new fee may be levied either on a municipal-wide or area-specific basis
- Type of offsets that municipalities levying the fee will be required to provide developers; whether the quantum of those offsets must be commensurate/equal to additional costs associated with the new fee; and in a two-tier jurisdiction where the upper-tier municipality levies the fee, if a local municipal offset would satisfy this requirement

The Province was requested to include York Region in its consultation regarding the regulations supporting the new Station Contribution Fee.

Province is seeking feedback on regulatory framework for the Station Contribution Fee

On February 13, 2024, the Province released [ORR proposal 24-MOI003](#), seeking feedback from stakeholders on the regulatory framework in support the new fee, through a 45-day commenting period, ending on March 29, 2024.

The Ministry of Infrastructure held a series of workshops in February in support of this, with York Region participating in the February 27 workshop.

The areas which the Province is seeking feedback on, are summarized in Table 1.

Table 1
GO Transit Station Funding Act, 2023 – Regulatory Framework Consultation Areas

Area	Consideration
Benefitting area	How municipalities should be directed to map the boundaries to which they can apply the Station Contribution Fee
Eligible costs	What costs, related to construction of a new GO station, should be recoverable
Methodological assumptions and study requirements	Methodology and considerations to be included when calculating the fee and any additional requirements of the background study
Municipal offsets	What are acceptable offset strategies or measures What is the methodology for calculating municipal offsets and coordinating offsets with the requirement for fee payment
Exemptions	Should the Province consider exemption for certain forms of development
Provincial requirements for approval of bylaw*	In addition to the draft bylaw and background study, what additional information, if any, should the Minister of Infrastructure require from municipalities

*Note: Under the Act, the Minister's consent is required prior to a municipality passing a bylaw

4. Analysis

Municipalities need flexibility in mapping the benefitting area to which the fee applies

The Act does not prescribe whether a municipality must levy this new fee on a municipal-wide or area-specific basis. Insofar as this is not prescribed, those municipalities who wish to levy this fee would appear to be able to do so on a municipal-wide basis, provided a municipal-wide benefit can be shown, or an area-specific basis.

In York Region, new GO Transit stations can be seen to benefit all local municipalities by providing a network benefit, greater access to Regional rail transit services, influencing land use development and assisting in achieving provincially mandated intensification and housing targets. As such, and having regard to the broad cross-municipal benefit of the stations, it is recommended the Province explicitly clarify that:

- Prescribed municipalities can levy a Station Contribution Fee on either a municipal-wide or area-specific basis
- The decision to levy the charge on a municipal-wide, or area-specific, basis, be at the sole discretion of a municipal council
- Any associated mapping, in support of the benefitting area, be at the discretion of a municipal council, and as part of the background study process

Costs eligible for recovery under the new fee could align with those under the *Development Charges Act* and specifically include land and all studies-related costs

Under the Act, eligible costs have thus far been prescribed as those related to construction of new GO Transit stations and include any interest the municipality pays on any debt it incurs to pay any costs for which the fee is imposed.

It is recommended the Province seek guidance on eligible capital cost inclusions, in support of a Station Contribution Fee, from section 5(6)3 the *Development Charges Act, 1997*, and specifically include the background study/bylaw required to support the fee and other related studies, as well as costs related to acquisition of land.

Aligning eligible capital costs with the *Development Charges Act*, and including all studies and land costs, would afford municipalities the ability to maximize efficiency of the fee, through an established process. The background study and other related studies should be eligible costs as they would not be needed, but for the new fee.

It is recommended the Province prescribe the following eligible costs for the purpose of the new fee:

- Costs to acquire land or an interest in land, including a leasehold interest
- Costs to improve land
- Costs to acquire, lease, construct or improve buildings and structures
- Costs to acquire, lease, construct or improve facilities
- Costs to undertake studies in connection with any eligible capital cost
- Costs of the required background study and bylaw

Municipalities be permitted to employ a differentiated rate structure based on proximity to a new Station

For those prescribed municipalities levying this new fee, having the ability to structure a charge reflecting the benefit received, by the development, would provide the greatest equity. For example, if the fee is levied on a municipal-wide basis, a differentiated rate could be charged having regard to how close the development is to the station (e.g. a proximity based charge).

As such, it is recommended the Province prescribe that municipalities be given latitude in developing the rate structure, including the ability to employ a differentiated rate.

Municipalities levying a Station Contribution Fee would need to help offset other development costs and it is recommended these offsets not be equal to costs associated with the new fee

As noted in the [Ontario Newsroom release](#), prescribed municipalities who levy this new fee would need to show a reduction in other development costs to help provide an offset for developers. Offsets could be provided through several avenues, including:

- Prioritizing capacity for transit-oriented developments benefitting from the new GO Transit station
- Relaxing parking requirements
- Expediting planning approvals
- Expedited occupancy permits
- Reducing fees

A municipal council should be afforded maximum flexibility in determining what offsets are to be provided and those eligible offsets should not be prescribed. Given the fiscal challenges presented by Bill 23, reducing fees (e.g., development charges) could prove to be problematic for municipalities using that funding to provide vital housing-enabling infrastructure.

It is unclear if an upper-tier municipality were to levy this new fee, whether an offset provided by the local municipality would satisfy this requirement. Given the limited tools of an upper-tier municipality to provide an offset, clarifying that a local municipal offset would suffice is recommended.

Finally, and in the interest of transparency, the method for calculating municipal offsets, and which offsets are to be used, should form part of the associated background study, but be at the sole discretion of a municipal council, having consulted with the development community. Timing for provision of offsets versus payment of the fee will likely vary depending on what offset is being provided and, as such, municipal councils should be afforded maximum flexibility in this regard.

It is therefore recommended the Province prescribe that:

- Municipal offsets need not be commensurate/equal to additional costs associated with the new fee
- In a two-tier jurisdiction, where the upper-tier municipality levies the fee, a local municipal offset would satisfy this requirement
- Methodology for calculating municipal offsets, and which offsets are to be used, form part of the associated background study and be at the sole discretion of a municipal council

Exemptions from the fee should be at the discretion of a municipal council with any associated revenue reductions, not required to be funded by the tax levy

The Act only provides Station Contribution Fee exemptions for municipalities and school boards. As part of the consultation process, the Province is seeking feedback on whether other forms of development should be exempted.

While other statutes, like the *Development Charges Act*, prescribe specific statutory exemptions (e.g., second suites, industrial expansions, affordable housing, etc.) not all municipalities are at the same stage of development, with the same/any housing targets or have the same fiscal capacity to provide exemptions. Any new exemptions would be best determined through the associated background study and bylaw process and in consultations with the development industry (and other interested stakeholders). Maximizing flexibility in this regard will allow each municipality wishing to levy the charge the ability to cater to the framework that most benefit their needs.

Any exemption, be it those provided to a school board, or those potentially provided by a municipal council, creates a revenue reduction for the municipality. To help fund these reductions, and ensure existing taxpayers are not required to pay, the Minister could also clarify that municipalities could fund these reductions through future development, as opposed to the tax levy.

It is therefore recommended the Province prescribe that:

- Additional exemptions be determined by municipal council, in consultation with the development industry (and other interested stakeholders), and form part of the enabling background study and bylaw
- In the alternative, any new exemptions align with the Province's priority to build more housing, and those residential exemptions provided under the *Development Charges Act, 1997*, including for:
 - residential units in existing rental residential buildings
 - residential units in existing houses
 - additional residential units in new residential buildings
 - affordable and attainable residential units
 - non-profit housing development
 - inclusionary zoning residential units
- Any revenue reductions, resulting from any exemptions, can be funded by future development

Staff are not recommending any additional information be provided to the Minister, other than what is already required under section 6 of the Act

Under section 6 of the Act, to pass a Bylaw in support of the new fee, a municipality must first pass a resolution (which includes the proposed bylaw) requesting the Minister consent to passing of the bylaw, and forward to the Minister the resolution with the associated background study. A municipality is also required to provide the Minister with a description of the supporting public

consultation. These statutory requirements would appear to be more than what was noted in the ORR, which emphasized the “draft bylaw and background study” be provided to the Province.

Given the additional, already existing, requirements to provide a resolution and evidence of consultation, staff are not recommending any additional information be provided to the Minister, to receive consent to pass an enabling bylaw.

There are other areas in support of the Station Contribution Fee which could benefit from further regulatory clarification

While the provincial consultation delineated the previous six key areas for which they are seeking feedback, there are other areas municipalities could benefit from further regulatory clarification. Table 2 below summarizes these areas with the recommended approach and rationale.

Area	Recommendation	Rationale
Requirements of the Bylaw	Subject to requirements detailed in this report, any additional aspects of the enabling bylaw be at the sole discretion of a municipal council	Maximizes flexibility Allows bylaw to address specific needs of each municipality
Defining rental and institutional development	Align with definitions under section 1 of the <i>Development Charges Act, 1997</i> and 11.1(2) of Ontario Regulation 82/98	Follows established process and understanding Recognizes need for this type of development
Timing of payment - rental and institutional development	Align with section 26.1(2) and (3) of the <i>Development Charges Act, 1997</i> : <ul style="list-style-type: none"> paid in equal annual instalments beginning on the earlier of the date of issuance of a permit under the <i>Building Code Act, 1992</i> authorizing occupation of the building and date the building is first occupied, and continuing on the following five anniversaries of that date Allow municipalities to charge interest on installments, in alignment with section 10(2) of the <i>GO Transit Station Funding Act, 2023</i>	Follows established process and understanding Recognizes need for this type of development Levying interest aligns with <i>Development Charges Act, 1997</i> and interest provisions in <i>GO Transit Station Funding Act, 2023</i>

Area	Recommendation	Rationale
Establishment of special reserve	Municipal council establish a reserve fund for Station Contribution Fees	Greater transparency Follows established process and understanding under the <i>Development Charges Act, 1997</i>

It is requested the Province clarify how a municipality is prescribed and that, once prescribed, there is no ability for developers to ‘opt out’ of participation

While prescribed upper-tier, single-tier or local municipalities may, by bylaw, levy this new fee, the process by which a municipality may be prescribed is not clear. It is requested the Province clarify this process, and that prescription be in advance of the process to develop the associated background study and bylaw. Having this understanding in advance of the work on the background study and bylaw provides greater transparency and would help prevent unnecessary work.

Finally, given the Station Contribution Fee spreads costs of new GO Transit stations across multiple benefitting developers, with a potential value uplift to their lands, it is requested the Province clarify that once a municipality is prescribed, and the background study process undertaken, that developer participation is mandatory.

Outside the regulatory framework, the Province is requested to clarify the new Station Contribution Fee does not represent a shift in funding responsibilities to developers and municipalities

Given available information, the new Station Contribution Fee would appear to be a permissive power that prescribed municipalities can use to fund GO stations they wish to advance faster than what the Province has planned.

Clarification is requested as to how new GO Transit stations would be funded if a municipality does not use this tool and that this does not represent a shift in funding responsibilities for new GO Transit Stations, from the Province to developers and municipalities. There would be benefit in the Province providing municipalities with a list of feasible future GO Transit station locations.

Responding to this Provincial proposal supports York Region’s ‘Vision’ focus of good government and economic vitality

Responding to the ORR posting for the regulatory framework in support of the Station Contribution Fee aligns with York Region’s [Vision](#) of good government. The feedback to the Province is informed

by the Vision's focus of ensuring the economic vitality of the Region, with the need to grow and emplace infrastructure, in a financially sustainable manner.

5. Financial Considerations

There are no direct financial implications from this report. Should the Region become a prescribed municipality and decide to help fund these new stations and levy this fee, and include new GO Transit Stations in its Capital Plan, there would be debt implications to be considered. Bloomington Station, which opened in 2017 in Richmond Hill, is [reported](#) to have cost just over \$82 million.

6. Local Impact

A Station Contribution Fee is an optional funding tool available to prescribed upper-tier and local municipalities. The 2022 Transportation Master Plan includes [15 GO Transit Rail stations](#) that are yet to be built throughout the Region. New GO Transit stations provide additional opportunities for integrating the transportation network to meet the needs of travellers today and into the future, and for future population and employment, as forecast by the Province, across all of the Region's local municipalities.

7. Conclusion

The *GO Transit Station Funding Act, 2023* provides an optional tool that prescribed municipalities can use to advance and fund new GO Transit stations. This report, and the recommendations contained herein, will serve as York Region's submission to the ORR posting, #24-MOI003, in support of the regulatory framework for the new Station Contribution Fee.

Staff will continue monitoring the regulation-making process and report back as necessary.

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

Recommended by:



Laura Mirabella

Commissioner of Finance and Regional Treasurer

A handwritten signature in black ink, appearing to read 'E. Mahoney', with a long, sweeping horizontal stroke extending to the right.

Approved for Submission: **Erin Mahoney**
Chief Administrative Officer

February 23, 2024
#16011018

Appendix A - Station Contribution Fee – Key Details

APPENDIX A

Station Contribution Fee – Key Details

Area	Key Detail(s)
When can Station Contribution Fee be imposed	<p>For developments requiring:</p> <p>Passing of a zoning by-law or an amendment under section 34 of the Planning Act (Act)</p> <p>Approval of a minor variance under section 45 of the Act</p> <p>Approval of a plan of subdivision under section 51 of the Act</p> <p>Consent under section 53 of the Act</p> <p>Approval of a description under section 9 of the Condominium Act, 1998</p> <p>Issuance of a permit under the Building Code Act, 1992</p>
Excluded/exempted development	<p>Municipalities and school boards</p> <p>Other development to be prescribed</p>
Requirement to pass a Bylaw	<p>Complete a background study meeting prescribed requirements (Province could prescribe maximum life of the enabling bylaw)</p> <p>Public notice of the background study and proposed bylaw, consult as the municipality deems appropriate</p> <p>Pass a resolution requesting that the Minister consent to passing the bylaw, forward to the Minister with the prescribed information and obtain Minister's consent to pass the bylaw (with potential Ministerial modification)</p> <ul style="list-style-type: none"> Resolution must identify the area to which the proposed bylaw would apply and a draft of the proposed bylaw
Eligible costs	<p>Related to construction of new GO Transit stations and includes any interest the municipality pays on any debt it incurs to pay any costs for which the fee is imposed</p>
Requirements of the Bylaw	<p>Map of the area within which the fee is imposed</p> <p>Rules to determine if a transit station charge is payable and the rules to determine the amount of the charge</p> <p>Anything required by regulation</p>
Timing of payment - rental and institutional development	<p>Subject to further regulatory clarification</p>
Establishment of special reserve	<p>Minister may, through regulation, require a municipality to establish a reserve fund for Station Contribution Fees collected</p>
Statement of the Treasurer	<p>Treasurer annually provide Council a statement detailing costs related to construction of the stations that have been funded by the fee and the amount of such costs that are to be funded by transit</p>

Area	Key Detail(s)
	station charges that remain unfunded, as well as other prescribed information
	Statement be made publicly available on the municipality's website or office in a manner as prescribed

From: Clerk General Line
Sent: Thursday, March 28, 2024 2:30 PM
Subject: Regional Council Decision - Support for York Region's Northern Six Municipalities Housing Accelerator Fund Applications

CAUTION: This email originated from a source outside the City of Markham. DO NOT CLICK on any links or attachments, or reply unless you recognize the sender and know the content is safe.

On March 21, 2024 Regional Council adopted the following resolution:

WHEREAS The Regional Municipality of York is one of Canada's largest municipalities; and,

WHEREAS The Regional Municipality of York is ranked as one of Canada's fastest growing regions; and,

WHEREAS The Regional Municipality of York is expected to grow to approximately 2.05 million people by 2051, adding over 944,000 new residents; and,

WHEREAS The Regional Municipality of York distributes forecasted growth to its nine cities and towns, and all nine municipalities play an important role in achieving regional and provincial growth targets; and,

WHEREAS York Region's northern six municipalities, Aurora, East Gwillimbury, Georgina, King, Newmarket, and Whitchurch-Stouffville represent approximately 30% of this future growth; and,

WHEREAS York Region appreciates the \$59 million in funding provided to the City of Vaughan, the \$31 million provided to the City of Richmond Hill and the \$59 million provided to the City of Markham from the Federal Housing Accelerator Fund; and,

WHEREAS York Region's northern six municipalities, except for East Gwillimbury all applied to the Federal Housing Accelerator Fund to support this growth but were declined without explanation; and,

WHEREAS this important funding would have helped York Region's northern six municipalities build communities that support York Region's growth targets with a variety of housing options, significantly contributing to the Federal and Provincial governments respective goals of building more housing; and,

WHEREAS, to keep property taxes stable, all of York Region's nine municipalities need long-term predictable funding from the federal government for housing enabling investments; and,

WHEREAS the Federation of Canadian Municipalities (FCM) has recently released there is a critical need for the federal government to invest in the infrastructure supporting new housing units, such as water and wastewater, public transit, local roads, and climate change adaptation measures. This is crucial to support quality of life for Canadian families, today and for generations to come in all of York Region's nine cities and towns;

THEREFORE, BE IT RESOLVED THAT:

1. York Regional Council request a re-assessment of York Region's northern six municipalities 2023 Housing Accelerator Fund applications by the Honourable Sean Fraser, Minister of

Housing, Infrastructure and Communities of Canada and the Canadian Municipal Housing Corporation.

2. Any further Housing Accelerator Fund investments in future budgets prioritize municipalities with significant forecasted residential and employment growth like York Region's northern six municipalities.
3. This resolution be forwarded to the Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada, the Canadian Municipal Housing Corporation, Federation of Canadian Municipalities (FCM), Association of Municipalities Ontario (AMO), Ontario Big City Mayors (OBCM), Small Urban GTHA Mayors Caucus, York Region Members of Parliament and all nine York Region municipalities.

Regards,

Christopher Raynor (he/him) | Regional Clerk, Regional Clerk's Office, Corporate Services Department

The Regional Municipality of York | 17250 Yonge Street | Newmarket, ON L3Y 6Z1

O: 1-877-464-9675 ext. 71300 | christopher.raynor@york.ca | york.ca

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

From: Clerk General Line
Sent: Thursday, March 28, 2024 2:24 PM
Subject: Regional Council Decision - York Region Vision Zero Traveller Safety Plan

CAUTION: This email originated from a source outside the City of Markham. DO NOT CLICK on any links or attachments, or reply unless you recognize the sender and know the content is safe.

On March 21, 2024 Regional Council made the following decision:

1. Council approve York Region Vision Zero Traveller Safety Plan, included as Attachment 1, which is amended to include the City of Markham's Road Safety Plan as part of the list of countermeasures outlined in Appendix 2.
2. The Regional Clerk circulate this report to Clerks of the local municipalities, York Regional Police, York Region school boards and Ministry of Transportation of Ontario.

The original staff report is available for your information at the following [link](#).

Please contact Joseph Petrungaro, Director Roads, Traffic and Fleet, at 1-877-464-9675 ext. 75220 if you have any questions with respect to this matter.

Regards,

Christopher Raynor (he/him) | Regional Clerk, Regional Clerk's Office, Corporate Services Department

The Regional Municipality of York | 17250 Yonge Street | Newmarket, ON L3Y 6Z1
O: 1-877-464-9675 ext. 71300 | christopher.raynor@york.ca | york.ca

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



The Regional Municipality of York

Committee of the Whole
Transportation Services

March 7, 2024

FOR DECISION

Report of the Commissioner of Public Works York Region Vision Zero Traveller Safety Plan

1. Recommendations

1. Council approve York Region Vision Zero Traveller Safety Plan, included as Attachment 1.
2. The Regional Clerk circulate this report to Clerks of the local municipalities, York Regional Police, York Region school boards and Ministry of Transportation of Ontario.

2. Purpose

This report seeks Council approval of the multi-year York Region Vision Zero Traveller Safety Plan (Plan) to reduce severe collisions and create a safer traveller experience. The Plan was developed through a data driven approach, best practice review and stakeholder engagement.

Key Points:

- Total combined collisions for both Regional and Local roads are increasing and about one in four are severe; more needs to be done to improve traveller safety and change behaviours
- The Plan is driven by [Vision Zero](#) (an international initiative) and developed using international road safety best practices to reduce severe collisions defined as collisions resulting in injury or death
- Emphasis areas are identified in the Plan with recommended countermeasures including engineering and technology solutions, public engagement, education and heightened enforcement to reduce risk of collision
- A short-term target of the Plan is to reduce severe collisions by 10% between 2024 and 2028 with an aspirational goal of ending all severe collisions on our roads

- Success of the Plan requires on-going collaboration, resources, monitoring, analysis and evaluation
- The Region's Plan is one of Ontario's first multi-tier road safety plans and enables the Region and local partners to work seamlessly alongside other partners to enhance traveller safety

3. Background

Annual Traveller Safety reports provide information to support safety on Regional roads

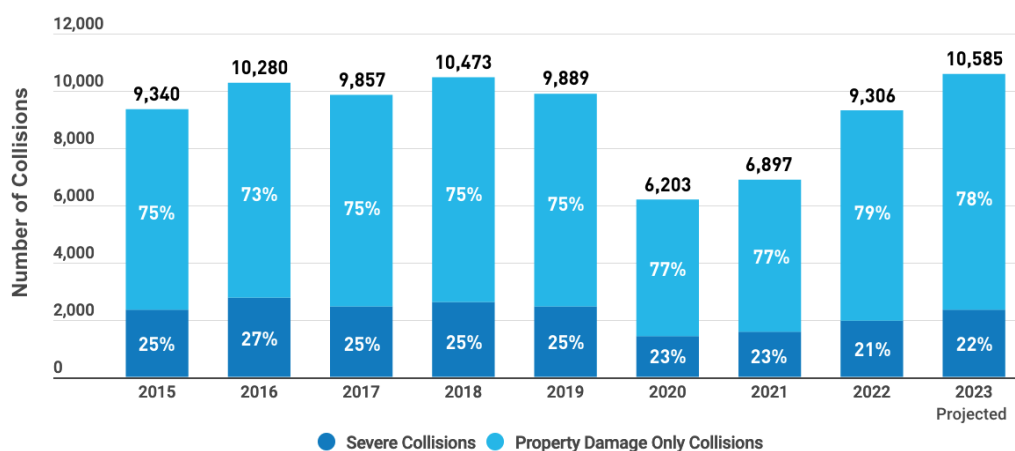
The Annual Traveller Safety Report, first published in 2015, provides collision analysis on Regional roads. Motor vehicle collision reports from York Regional Police, Ministry of Transportation of Ontario and other data such as traffic volume, weather and population information were analyzed to identify trends that may indicate larger issues. Reports supported planning and execution of coordinated police enforcement and development of programs including public education campaigns for travellers to improve road safety. Annual Traveller Safety Reports are available at york.ca/trafficsafety.

Collisions are increasing and about one in four are severe; more needs to be done to improve traveller safety and change behaviours

Between 2015 and 2023 throughout York Region, both total collisions and traffic volumes rose by about 13%. Existing implemented safety measures and advancements in vehicle safety devices, like collision avoidance technology, have helped maintain the current course. However, more needs to be done to eliminate severe collisions. Over the same period, severe collisions remained constant at approximately 25%.

In 2020, collisions fell to about 6,200 due to traffic volumes dropping sharply during pandemic-related closures in the Region, similar to other jurisdictions in Ontario. When restrictions eased in 2021 and traffic volumes increased, collisions increased from just under 7,000 to a projected 10,500 in 2023. Even when accounting for reduced traffic during the height of the COVID-19 pandemic is considered, the upward trend continues (Figure 1).

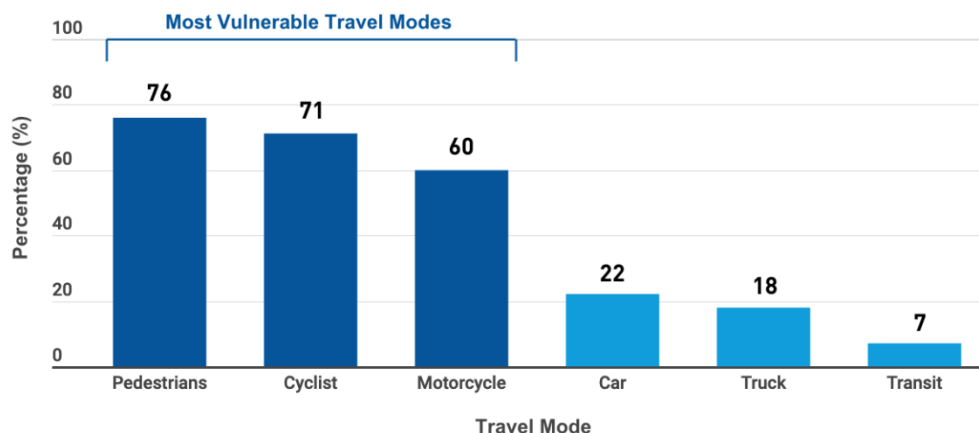
Figure 1
Collisions in York Region from 2015 to 2023



Vulnerable road users sustain the highest percentage of injuries in a collision

Vehicle trips continue to grow by an average of 2% a year; active transportation trips such as walking and cycling are rising at twice that rate. Protecting vulnerable road users (pedestrians, cyclists, elderly residents, children and motorcyclists) is crucial, as these travellers are more likely to sustain severe injury or death when involved in a collision. For example, 76% of collisions involving a pedestrian result in injury or death. While 7% of transit collisions result in injury or death. Cars, trucks and transit have a lower risk due to protection provided by the vehicle. The most vulnerable road users, pedestrians, cyclists and motorcyclists, are shown in dark blue in Figure 2.

Figure 2
Proportion of Severe Collisions by Travel Mode on Regional Roads (2015 to 2023)



Implemented safety measures and programs have helped improve safety in York Region

While many factors (driver behaviour, weather, lighting conditions, etc.) impact traveller safety, York Region has worked with road safety partners successfully implementing programs to make travel safer for everyone. The following safety measures have been implemented at priority site specific locations based on industry experience and supported by Regional studies:

- **Automated speed enforcement** reduced operating speed by approximately 10 km/h and more than doubled compliance with speed limits at 12 locations annually
- **Intersection improvements** such as traffic signals, crosswalks, audible pedestrian signals and count down displays improve safety for all travellers and reduced collisions up to 40% at more than 350 locations
- **Pedestrian and cycling measures** including no right turn on red, left turn signals, and pedestrian head start and warning signs reduced turning movement collisions by 75% at 12 locations
- **Pedestrian crossovers** provide a safe and controlled crossing for pedestrians and reduced collisions by about 20% at four locations
- **Red light cameras** reduced right angle collisions by more than 30% at 40 locations
- **Roundabouts** reduced severe collisions by more than 80% at four locations
- **School Zone speed reductions by time and day** help protect school children and reduced collisions by about 10% at more than 60 locations
- **Speed feedback boards** increased compliance with speed limits by about 10% at 20 locations annually

Although existing measures and programs are helping to improve safety, development of a Plan is required to achieve the Vision Zero aspirational goal to end severe collisions on roads in York Region. This comprehensive Plan will build on efforts to identify gaps in existing safety programs by comparing them with industry best practices, uses data and public input to pinpoint areas where safety should be enhanced and identifies areas for improvement.

Vision Zero aspires to eliminate injuries and death, while increasing safe, healthy, equitable mobility for all

First implemented in Sweden in the 1990s, Sweden's Vision Zero strategy attracted widespread attention by cutting its traffic deaths by half within 20 years. This success is primarily attributed to speed control and the strategy prioritizes vulnerable road users, whether they are walking or using any mobility device from bicycles to wheelchairs. Given the success in Europe, many North American cities including our Greater Toronto and Hamilton Area partners adopted Vision Zero road safety strategies. Adopting Vision Zero in a meaningful way requires a road system that is designed to ultimately eliminate traveller injuries and fatalities.

2022 Transportation Master Plan identified traveller safety as a focus area

The 2022 [Transportation Master Plan](#) identified safety for all travellers as a focus area. Focus areas require further study and additional engagement, with recommended actions and initiatives brought forward for review in the current term of Council. This focus area is being advanced through the York Region Vision Zero Traveller Safety Plan.

Interim update on Traveller Safety Plan development provided to Council in 2023

Council received an update on Plan development in [May 2023](#). At the time, several key deliverables were complete, including establishing stakeholders and a process to share collision data electronically with local municipalities using a web-based data warehouse incorporating Regional and local data. A virtual public information centre was held on February 28, 2023, which included a presentation, question and answer chat, public opinion survey and interactive online mapping tool for commenting to solicit feedback.

Safe System Approach is a design approach using international road safety best practices to reduce injuries and fatalities

The [Safe System Approach](#), provides a comprehensive framework for achieving the Vision Zero goal of zero injuries and fatalities. It emphasizes cultural and systemic changes, aiming to transform traditional road safety plans to proactively focus on preventing and eliminating severe collisions on roads, with special regard for the most vulnerable road users.

The Safe System Approach recognizes interdependence of safe system components (Safe Roads, Safe Speeds, Safe Road Users, and Safe Vehicles) and actions that can be taken to improve results across these components. Many jurisdictions around the world, including those in Canada and the United States, are applying the Safe System Approach to road safety plans.

York Regional Police Road Safety Strategy includes five strategic priorities to address road safety concerns

York Regional Police (YRP) has developed a Road Safety Strategy emphasizing education, engineering and enforcement actions in the strategic priorities of safe people, safe vehicles, safe streets and safe speeds using the Safe System Approach. Their goal is to reduce severe collisions by working with York Region Public Works, the community and partners to promote safe driving, walking and cycling. YRP efforts focus on our community's top five road safety concerns: Aggressive Driving, Distracted Driving, Impaired Driving, Speeding and Pedestrian Safety.

York Regional Police [Road Safety Strategy 2023-2025](#) aligns with the York Region Vision Zero Traveller Safety Plan. This builds on the existing relationship between YRP and Public Works, Public Health and local municipal staff on safety campaigns, such as Be Safe. Be Seen., Distracted Driving, Share-the-Road, Operation Always Be Careful, Project Lifesaver and Stay Alert. Stay Safe.

4. Analysis

Traveller Safety Plan is required to help achieve an aspirational goal to end severe collisions on roads in York Region

The Safe System Approach recognizes it is possible to prevent roadway injuries and deaths, and all parties involved have a role in making it happen. Through collaboration with stakeholders and partners, a visionary statement – to end all severe collisions on roads in York Region – was created for the Plan. To support this vision, a short-term target to reduce severe collisions by 10% within five years (2024-2028) has been set. This aspirational target requires bold action supported by our partners and YRP. This target aligns with several Ontario municipalities who have adopted Vision Zero. The Plan provides guidance to the Region and its partners to achieve the aspirational goal and target.

Traveller safety is a shared responsibility and requires broad-based collaboration and input involving multiple stakeholders

Feedback and input from road safety partners, advocacy groups and the public were vital in preparing and developing the Plan. Partners, including local municipalities, YRP and school boards, met in a series of workshops. Local municipal partners were engaged throughout the process which included obtaining information on existing road safety programs, local road data analysis and identifying hotspots. This process provided a comprehensive review of safety issues across the Region and how to build on existing efforts. To achieve the aspirational goal and target all partners expressed a strong commitment to work together to improve safety on the Regional and local road networks.

Three of four residents surveyed rated road safety in York Region as acceptable and main concerns are pedestrian, cyclist, intersection safety and speeding

People who live or work in the Region were engaged and encouraged to give their perspective on road safety through a virtual public information session held on February 28, 2023, with almost 100 participants. An online mapping tool provided opportunities to voice road safety concerns on Regional and local roads. Over 1,000 comments were received. Public opinion was collected through an online survey conducted in April 2023, which collected over 500 completed responses. Most concerns were related to the need for more traffic signals, speeding and pedestrian and cyclist safety. To date, there have been more than 20,000 views on york.ca/TravellerSafetyPlan.

The number of online survey responses was proportionate to the population of each municipality in the Region. The majority of residents surveyed responded indicating road safety in York Region is acceptable. Most common concerns identified through the public information centre and online mapping tool were cyclist/pedestrian safety, need for more traffic signals at intersections and speeding. These concerns align with emphasis areas supported by data analysis.

Data and public feedback determined five emphasis areas to improve safety and reduce severe collisions

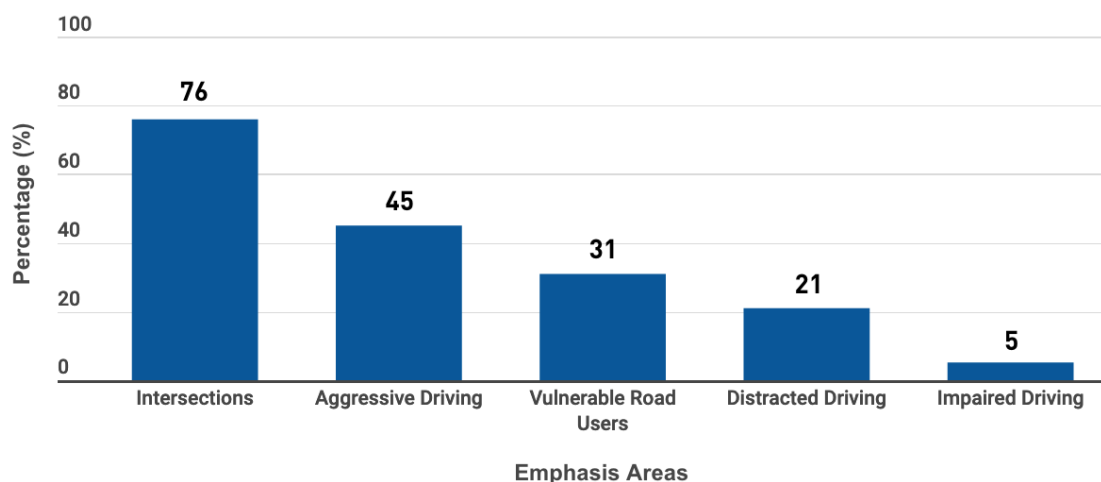
An emphasis area is a type of collision that is a priority safety concern. Emphasis areas form the foundation of achieving the aspirational goal and target by identifying the most common collisions and pinpointing where to apply resources and countermeasures most effectively.

Using Regional and local data, analysis and public input together provided a better understanding of how collisions are happening within the Region and who is involved (age groups, collision type, cause, etc.). Once the collision analysis was completed, a preliminary list of emphasis areas with the largest group of collisions was identified. As shown in Figure 3, the highest percentage (76%) of severe collisions occur at intersections, followed by aggressive driving, vulnerable road users (pedestrians, cyclists, elderly residents, children and motorcyclists) then distracted and impaired (alcohol and drugs). These emphasis areas align with Vision Zero and the York Regional Police Road Safety Strategy 2023-2025 as noted in Attachment 1.

A single collision may involve multiple emphasis areas, hence, there are overlaps among emphasis area totals. For example, if a pedestrian was involved in a collision with a vehicle whose driver was distracted at an intersection, this one collision is represented and counted in three emphasis areas: vulnerable road users, distracted driving and intersections.

Figure 3

Severe Collisions in York Region by Emphasis Area from 2015 to 2019



Plan includes countermeasures to aid reducing frequency and severity of collisions in each emphasis area

After identifying emphasis areas, a series of effective countermeasures (actions to reduce the frequency and severity of collisions) were developed based on industry experience. More than

100 selected countermeasures fall into four categories (engineering, enforcement, education and engagement) and are weighted based on how great an impact they are expected to have on increasing safety and achieving the five-year target.

More specifically, countermeasures will be prioritized based on expected safety benefit and effectiveness, feasibility, resource requirements and potential for coordinating implementation with capital programs. This will provide a balanced, effective approach to accomplish the five-year target of this Plan. Delivery of 28 initiatives is planned during 2024. Attachment 1 section six lists countermeasures for each emphasis area (for example 20 accessible intersection improvements are planned for 2024 to respond to the Vulnerable Road Users emphasis area).

A successful Plan requires resources, evaluation and program monitoring

To achieve desired outcomes, the Plan will involve targeted resources, leveraging major capital infrastructure and asset management planning by the Region and its partners. Along the way, continuous evaluation, monitoring and annual reporting to Council will ensure the Plan remains flexible and current and tracks fiscal implications. Some key performance indicators are safety performance, travel mode, trips, and cost-benefit to assist in monitoring and evaluating Plan effectiveness throughout the five years.

Plan supports Regional Council's Vision for strong, caring, safe communities

The Region's Transportation Master Plan is a long-term blueprint for the transportation network. York Region Vision Zero Traveller Safety Plan is a direct outcome of the Master Plan and reflects the Region's strategic priorities. Both plans take direction from *Vision* and the Strategic Plan.

5. Financial Considerations

Requests for capital and operating/maintenance funding to support initiatives in the Plan will be considered as part of the annual budget process. Estimated annual costs are approximately \$12 million as noted in Attachment 1. York Regional Police budget funds enforcement and portions of education and engagement in addition to the estimated annual costs.

Financial resources required to implement the countermeasures are based on implementation cost, life cycle and associated/recurring operating and maintenance costs. Larger countermeasures involving engineering changes are expected to be delivered through the Capital Roads Program and capital rehabilitation contracts. Some of these initiatives are underway and once the Plan is launched, they can be identified and reclassified accordingly to obtain a full picture of the Region's investment in safety.

While all of this requires resources, it will help to save lives, prevent severe collisions and protect our vulnerable travellers. About 90% of these costs will be included in existing capital programs by integrating best practices and industry standards. The remaining 10% will be funded by revenues from automated speed enforcement and red-light cameras to manage operating budget pressures. Costs and associated funding for the countermeasures have been included in approved 2024 Public Works Capital Plan and Operating Budget.

6. Local Impact

Development of the Plan is a collaborative effort among the Region and all nine local municipalities, York Regional Police, York Region school boards and other road safety partners. These stakeholders were engaged during four full-day technical workshops and surveyed numerous times to obtain existing road safety programs, local road data analysis and identifying hotspots. In addition, continuous updates were provided through technical memorandums and frequent meetings. The Plan is one of Ontario's first multi-tier road safety plans and enables the Region and local partners to work seamlessly alongside other partners to enhance traveller safety bringing us closer to the aspirational Vision Zero goal and target.

The Plan covers both Regional and local roads within York Region. The Region and local municipalities work collaboratively to make all roads in the Region safer for all travellers. Recommended improvements on local roads would be considered and funded by local municipalities through their budgeting process.

7. Conclusion

Collisions are increasing and approximately one in four are severe; more needs to be done to improve traveller safety and change behaviours. York Region Vision Zero Traveller Safety Plan sets out a vision to end all severe collisions on roads in York Region. Using a Safe System Approach, the Plan sets a five-year target of reducing severe collisions by 10%. The York Region Vision Zero Traveller Safety Plan adopts a Vision Zero strategy to road safety, recognizing that it is possible to eliminate severe collisions.

Traveller safety is a shared responsibility requiring collaboration with multiple safety partners to improve safety and change behaviours. To achieve desired outcomes, the Plan covers both Regional and local roads, enabling the Region and local municipalities to work seamlessly with partners including York Regional Police, to make all roads safe for everyone. For maximum effectiveness, the Plan focuses on five emphasis areas determined through a data driven approach and public feedback and sets out more than 100 of the most impactful countermeasures to address these emphasis areas.

Staff recommend Council approve the York Region Vision Zero Traveller Safety Plan to establish the Region's commitment to end severe collisions on roads in York Region.

For more information on this report, please contact Joseph Petrungaro, Director Roads, Traffic and Fleet, at 1-877-464-9675 ext. 75220. Accessible formats or communication supports are available upon request.



Recommended by:

Kyle Catney

Acting General Manager, Operations and Services



Laura McDowell, P. Eng

Commissioner of Public Works



Approved for Submission:

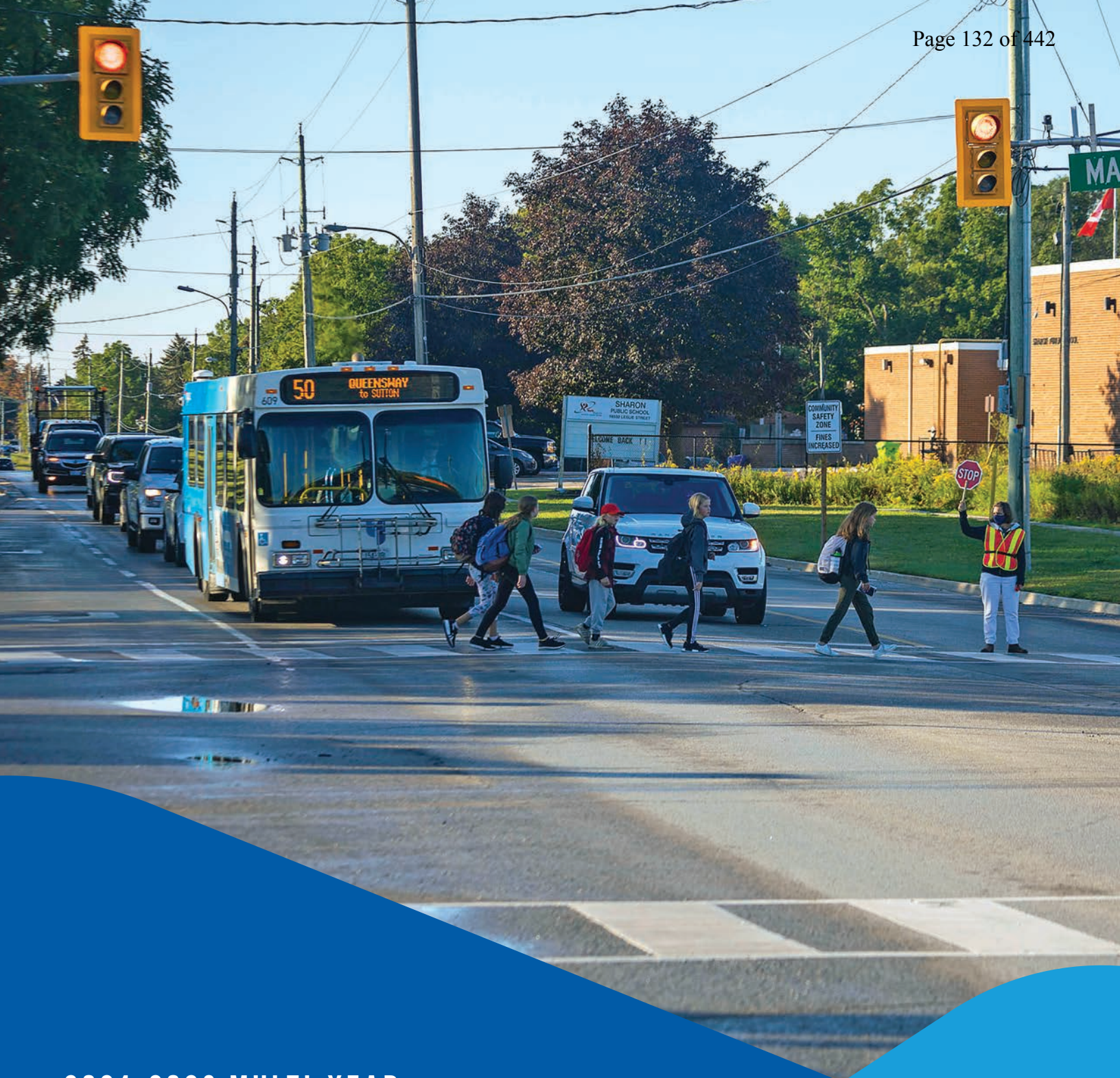
Erin Mahoney

Chief Administrative Officer

February 12, 2024

15516660

Attachment 1 – York Region Vision Zero Traveller Safety Plan (15956590)



2024-2028 MULTI-YEAR

YORK REGION VISION ZERO TRAVELLER SAFETY PLAN

Public Works


York Region

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A MESSAGE FROM YORK REGION CHAIRMAN AND CEO AND MEMBERS OF REGIONAL COUNCIL



Chairman & CEO
Wayne Emmerson

York Regional Council is committed to the health, safety and well-being of all York Region residents. This includes ensuring those who visit, live or work in York Region have access to safe and reliable transportation options.

Prioritizing traveller safety and reducing collisions resulting in injury or death on roads throughout York Region are the shared responsibility of all levels of government, community partners, law enforcement and residents. In collaborating with these stakeholders, the York Region Vision Zero Traveller Safety Plan 2024 to 2028 has been developed with an aspirational Vision Zero goal of achieving an end to severe collisions.

The plan is ambitious and will require a strong commitment from local municipalities, York Regional Police and all travellers to achieve an interim reduction target of 10% over the next five years in collisions causing injury or death. This is one of Ontario's first multi-tier road safety plans that incorporates innovation, data driven strategies, engineering and technology solutions, education, enforcement and community engagement to create a safer traveller experience across York Region.

In alignment with Regional Council's commitment to community health and well-being and the York Regional Police Road Safety Strategy, initiatives outlined in this plan focus on vulnerable road users and reducing speeding, aggressive, distracted and impaired driving to create a better, safer York Region for all.



Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Michael Chan
City of Markham



Regional Councillor
Jim Jones
City of Markham



Regional Councillor
Joe Li
City of Markham



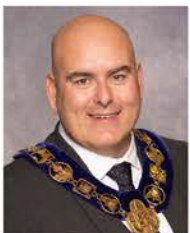
Regional Councillor
Alan Ho
City of Markham



Mayor
John Taylor
Town of Newmarket



Regional Councillor
Tom Vegh
Town of Newmarket



Mayor
Steven Del Duca
City of Vaughan



Regional Councillor
Linda Jackson
City of Vaughan



Regional Councillor
Mario Ferri
City of Vaughan



Regional Councillor
Gino Rosati
City of Vaughan



Regional Councillor
Mario G. Racco
City of Vaughan



Mayor
Margaret Quirk
Town of Georgina



Regional Councillor
Naomi Davison
Town of Georgina



Mayor
David West
City of Richmond Hill



Regional Councillor
Godwin Chan
City of Richmond Hill



Regional Councillor
Joe DiPaola
City of Richmond Hill



Mayor
Tom Mrakas
Town of Aurora



Mayor
Virginia Hackson
Town of East Gwillimbury



Mayor
Steve Pellegrini
Township of King



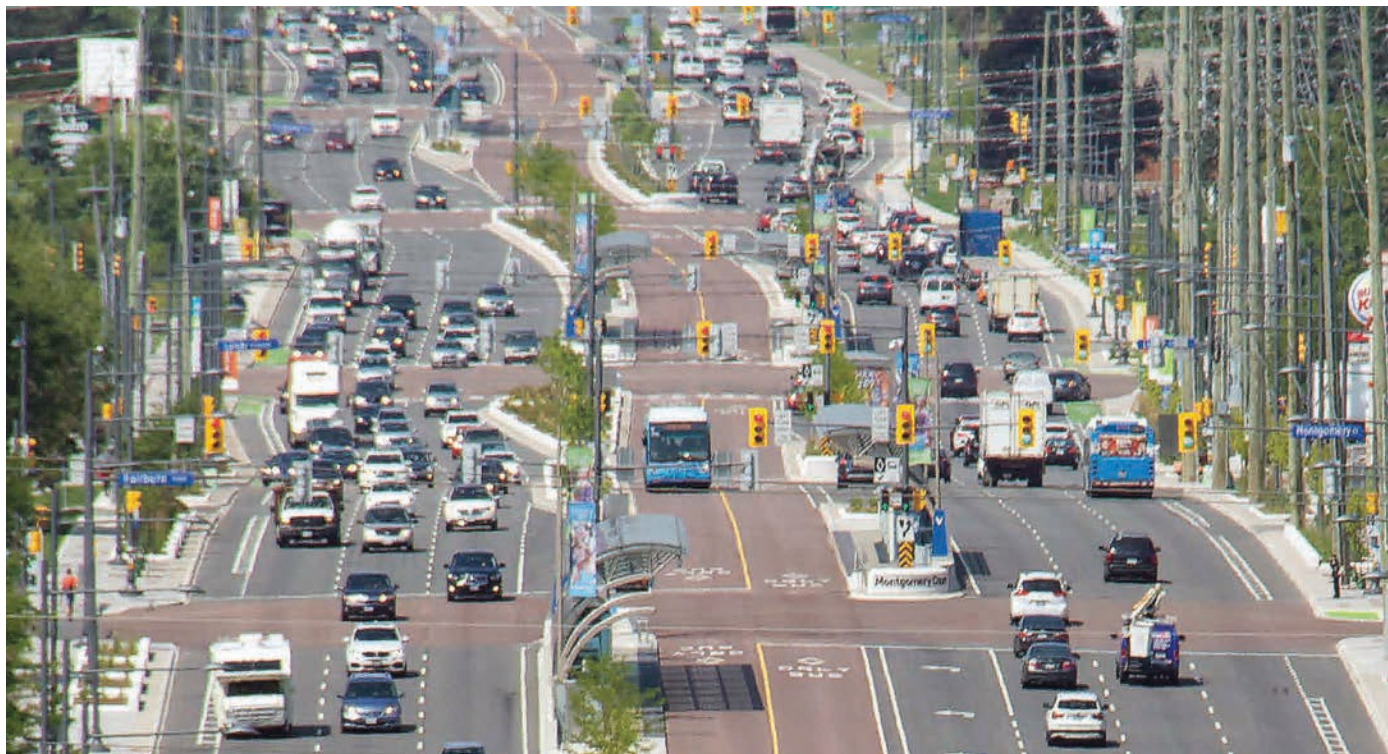
Mayor
Iain Lovatt
Town of Whitchurch-Stouffville

Land Acknowledgement

We acknowledge that York Region is located on the traditional territory of many Indigenous peoples such as the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations.

This land is now home to many diverse Indigenous peoples. York Region is located within the boundaries of the Nanfan Treaty, Treaty 13 and the Williams Treaties. There are also other land claims and treaty rights involving portions of York Region that have not been resolved. The Chippewas of Georgina Island First Nation is a Williams Treaty First Nation and the closest First Nation community to York Region.

1. Executive Summary



▲ PHOTO: Highway 7 corridor in the City of Markham

As The Regional Municipality of York continues to grow, its road network becomes even more vital to continued prosperity. With an increasing number of travellers and complex network, York Region recognizes operational and safety measures are needed to change traveller behaviour and improve safety for everyone.

Between 2015 and 2019 severe collisions in York Region remained constant at approximately 25% to 27%. Even accounting for reduced traffic during the height of the COVID-19 pandemic, the trend continued through to 2023. This is unacceptable.

York Region Vision Zero Traveller Safety Plan (Plan)

aims to reduce severe collisions (those involving injury or death) by 10% over five years. This ambitious target requires bold action supported by our partners and York Regional Police. The aspirational goal is to end all severe collisions, which is supported by the [Vision Zero](#) approach to road safety.

The Plan uses a 'Safe System Approach', which prioritizes safety in the road network and recognizes all parties involved have a role in improving safety. An update of the Plan will be completed every five years.

Recognizing road safety is everyone's responsibility, the Plan was developed collaboratively with local cities and towns, various partners, stakeholders and residents. The plan aligns with the York Regional Police [Road Safety Strategy 2023-2025](#). Consultations and workshops informed the Plan and feedback was used to further refine it.

Protecting people means understanding who is most at risk and where. This Plan identifies five emphasis areas, where countermeasures (actions by York Region and its partners) will have the greatest impact on safety:

- > Vulnerable road users
- > Intersections
- > Aggressive driving
- > Distracted driving
- > Impaired driving

More than 100 countermeasures will be implemented to reach the reduction target of 10% (see Appendix A for a full list). York Region monitors the road network to improve traveller safety and efficiency. Everyone shares responsibility in ensuring the safety of travellers on our roads. How roads and traffic controls are designed and operated are key components to this. Enforcing traffic laws is another key part of safer roads. Drivers and other travellers share responsibility too, which is why education and outreach about safe road use behaviours is crucial over the long-term.

Much of this work is happening already. As the Region continues to grow, this Plan will adapt with it, using annual monitoring and reporting to inform future decisions.

The 10% reduction target and countermeasures outlined in the Plan are based on expert data and analysis and incorporate industry best practices and successes in other jurisdictions. This Plan will work towards setting the course for achieving Vision Zero.



- ▲ PHOTOS (Top to bottom):
- 01 Vulnerable Road User : Woman crossing at a crosswalk
 - 02 Intersections: An intersection
 - 03 Aggressive Driving: A frustrated driver
 - 04 Distracted Driving: A driver holding a cell phone
 - 05 Impaired Driving: Driver's blurred vision of a stop sign while under the influence

2. Introduction

Vision Zero

Severe collision reduction targets

Toronto	20%
York	10%
Peel	10%
Durham	10%
Halton	n/a



York Region is one of the largest geographical jurisdictions in the Greater Toronto Area (GTA). By 2022, the population reached over 1.2 million and projections indicated it will grow to 1.5 million between 2031 and 2036. While growth offers potential for economic development, it also increases how much the road network is used. As the population expands, the system will grow in complexity to meet the needs of residents; however, increased use also raises the probability of collisions and a comprehensive safety plan is necessary.

In 2019, York Region and its local municipalities experienced nearly 10,000 reported motor vehicle collisions, including more than 2,500 severe collisions – that means one out of four collisions resulted in either

injury or death. The aspirational goal is to end all severe collisions in York Region. To support this, the short-term target is to reduce severe collisions by 10% between 2024 and 2028.

Recent data shows transit is the safest mode of travel in York Region, reporting the fewest injuries and fatal collisions. In contrast, vulnerable road users, such as pedestrians, cyclists and elderly residents, sustain the highest degree of injury in collisions compared to other travellers. York Region is already taking proactive steps to enhance vulnerable road user safety at intersections, and this Plan accounts for further expansion of relevant safety measures.



York Regional Council's commitment to promote strong, caring and safe communities has been outlined in its [Vision](#) document and corresponding corporate strategic priorities. Two key priorities in the current [Corporate Strategic Plan](#), protecting and promoting well-being of residents and supporting safe communities, align with the Plan. As well, the [2022 Transportation Master Plan](#) identified safety for all travellers as one of its focus areas.

York Region, in collaboration with partner agencies, has prepared the Plan based on the Vision Zero philosophy for addressing severe collisions. The Plan outlines a vision, a target and actions to make roads safer and significantly reduce motor vehicle collisions, injuries and fatalities.

York Region Vision Zero Traveller Safety Plan is one of few Ontario road safety plans that included specific input from each regional and local city and town during its development. This inclusivity ensures comprehensive analysis and a well-crafted plan, making it a unique initiative in York Region's pursuit of enhanced road safety.

The Plan builds on York Region and local cities and towns' existing road safety programs and York Regional Police's operational plan by determining key areas where safety can be enhanced. The Plan then develops a set of individual safety initiatives called 'countermeasures' to achieve 10% target reduction in the next five years. It also establishes a new set of priorities to inform future Plan versions to end all severe collisions in York Region.

This document is an overview of York Region Vision Zero Traveller Safety Plan. It explains York Region's Vision Zero approach for road safety; current state and trends in the road network; aspects of this Plan, including details of each of the five emphasis areas; the process for developing the Plan; and information on resources, monitoring and reporting. The [appendices](#) contain a full list of countermeasures for each emphasis area.

Everyone in York Region relies on the road network to connect them to work, leisure or various necessities of life. And York Region's economy depends on an efficient and safe transportation network. Speaking with a wide range of partners and stakeholders helped ensure this Plan addresses urgent areas for improvement, and ongoing input will help further the process for years to come.

3. Supporting safe communities and Vision Zero



▲ PHOTOS (Left to right): 01 Automated Speed Enforcement camera on side of road | 02 A red light camera | 03 A red light camera road sign

York Region's Vision is the overarching document outlining York Regional Council's commitment to strong, caring and safe communities. Every four years, coinciding with a new term of Council, the Region sets priorities to align with *Vision*. Two key priorities in the current [Strategic Plan](#) are:

- > To protect and promote residents' well-being
- > To support safe communities

Safety is also a focus area in York Region's Transportation Master Plan, a long-term blueprint for the transportation network. It takes direction from *Vision* and the Strategic Plan.

Vision Zero is an internationally recognized road safety strategy to eliminate severe injuries and death. It is a commitment to prioritize the safe passage of vulnerable road users, whether they are walking, cycling or using any mobility device. Many cities around the world have adopted the Vision Zero strategy, committing to safe system thinking, which, when fully implemented, greatly reduces risks.

A safe system recognizes it is possible to prevent roadway injuries and deaths and all parties involved have a role to play. Many cities in North America and around the world are applying the safe system approach to road safety plans, as outlined in Figure 1.

FIGURE 1: The Safe System Approach



Covering all roads and streets across York Region, the Plan builds on and enhances successful existing road safety programs and new initiatives. Local cities and towns are important partners in the Plan's creation and have a continuing role in realizing its goals.

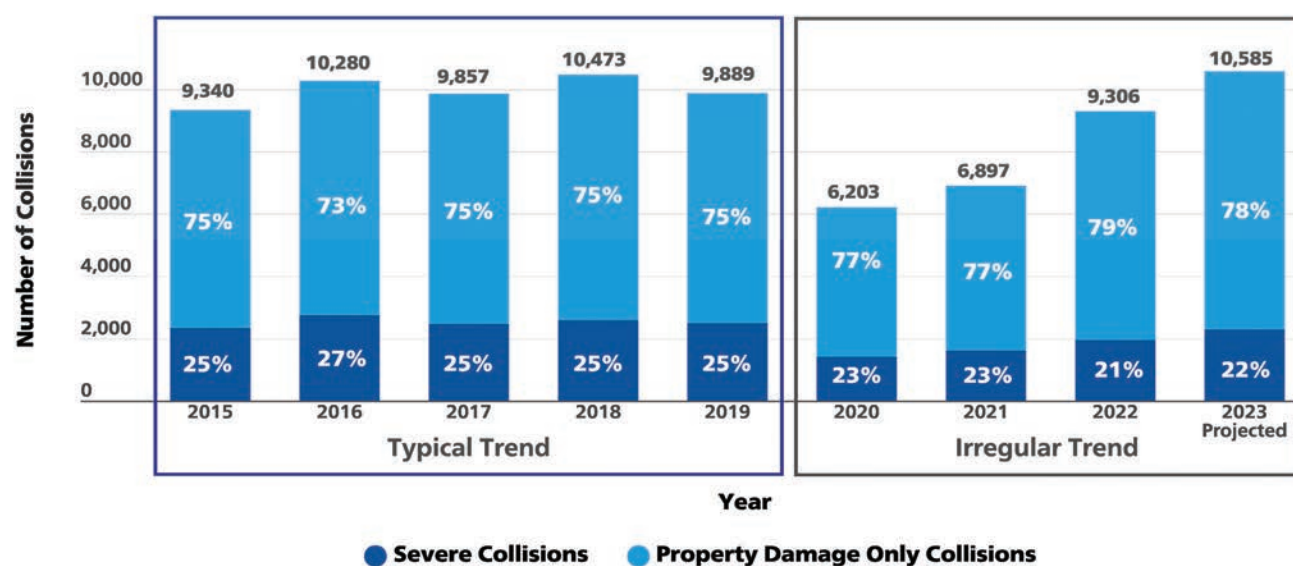
4. Current State of Region's Road Safety

Trends in the Region's road safety

While collisions rose between 2015 and 2023 by about 13%, traffic volumes also increased by the same percentage. The review of the overall collision data between 2015 and 2023, as shown in Figure 2, shows total collisions: those involving property damage only and severe collisions. The overall upward trend persists even with York Region's

consistent efforts to identify high-risk areas, understanding contributing factors and recommending effective countermeasures to enhance road safety. While not all 2023 data is available, the trend looks similar and countermeasures will be prioritized based on new data from 2023 and into the future.

FIGURE 2: Collisions in York Region (2015-2023 Projected)



The Plan relies on collision data and trends from 2015 to 2019 as pandemic closures in 2020 changed traffic patterns and road use in major ways. Even though traffic volumes were lower in 2020 and 2021, in keeping with pre-pandemic levels, one-quarter of collisions were still severe.

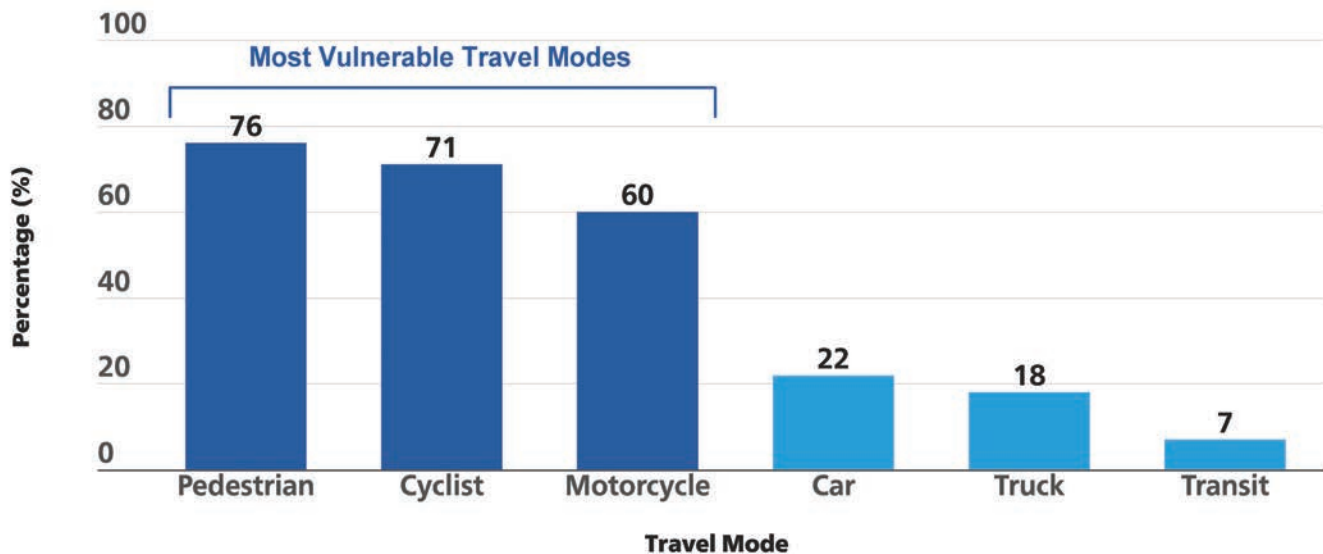
Between 2015 and 2019, the overall number of collisions in York Region decreased by almost 15%, but severe collisions remained constant at around 25% to 27%, that is where attention must be focused.

To protect the most vulnerable road users, we must understand who is most at risk and where. For instance, in 2019, York Region experienced nearly 10,000 reported motor vehicle collisions, including more than 2,500 severe collisions of which more than 220 involved pedestrians, almost 100 involved cyclists and 13 involved transit vehicles. Collisions take a profound toll on those involved.

As Figure 3 shows, the most vulnerable road users include pedestrians, cyclists and motorcyclists. They are far more likely to be injured or killed than drivers of cars or trucks. The analysis also includes children and elderly residents as more vulnerable because their potential

dangers are greater due to walking speed, awareness and comprehension. Transit is the safest mode of travel in York Region with the lowest reported number of severe collisions.

FIGURE 3: Proportion of Severe Collisions by Travel Mode on Regional Roads (2015-2023)



▲ PHOTO: A man walking with a dog crossing at a crosswalk at an intersection

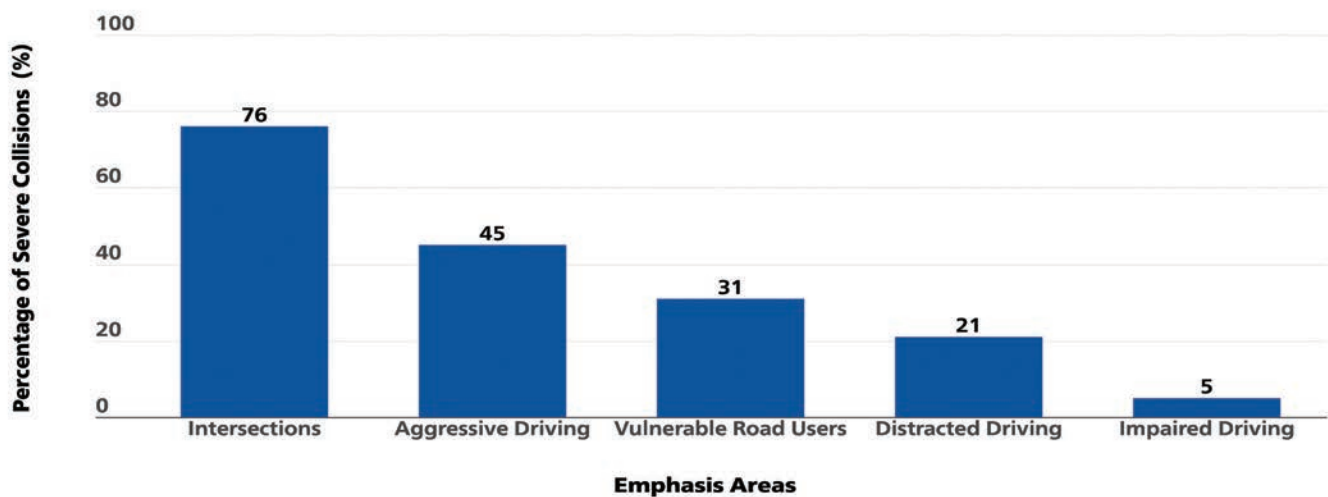
Over the past few years, York Region targeted intersections with improved safety measures because, as shown in Figure 4, they accounted for 76% of all severe collisions.

Aggressive driving, vulnerable road users and distracted driving collisions represent 45%, 31% and 21% respectively of severe collisions on Regional roads.



▲ PHOTOS: York Regional Police officers talking with pedestrians at an intersection

FIGURE 4: Proportion of Severe Collisions by Emphasis Area on Regional Roads (2015-2019)



Note: Totals do not add to 100% as a single collision might involve multiple emphasis areas

A single collision might involve multiple emphasis areas and there is overlapping data in the totals. For example, a pedestrian struck by a vehicle whose driver was

distracted at an intersection, the collision is represented in three emphasis areas: vulnerable road users, distracted driving and intersections.

Major successes so far

The Plan builds on previous efforts to identify gaps in existing safety programs. There are major successes in traveller safety throughout the Region that have helped inform the new Plan.

Strong partnerships with local cities and towns, advocacy groups, York Regional Police and support from Regional Council, have significantly improved safety. Major success stories include:

- > Automated Speed Enforcement captures on-camera infractions in community safety and school zones; the pilot project showed driving speed dropped by almost 10 km / hour and more than doubled compliance with the speed limit at 12 locations annually; as a result, this program is being expanded
- > Intersection improvements, such as traffic signals, crosswalks, audible pedestrian signals and countdown displays, reduced collisions by up to 40% at more than 350 locations
- > Pedestrian and cycling measures including no right-turn on red, protected left turn signals, pedestrian head start and warning signs, reduced turning movement collisions by 75% at 12 locations
- > Pedestrian crossovers provide a safe and controlled crossing for pedestrians and reduced collisions by about 20% at four locations
- > Red-light cameras to discourage red light running at signalized intersections. Since the start of their use, angle collisions, such as T-bones, have fallen by one-third at 40 locations; as a result, this program is being expanded
- > Roundabouts reduced severe collisions by more than 80% at four locations
- > Lowering posted speed limits by 10 km / hour in all public school zones during school hours has reduced collisions by about 10% at more than 60 locations
- > Speed feedback boards (as shown in the image on the right) increased compliance with speed limits by about 10% at 20 locations annually

Details about safety measures are available on the [York Region](#) website. Outcomes are reported to Regional Council through the [Annual Traveller Safety Report](#).



▲ PHOTOS (Top to bottom):

- 01 Automated Speed Enforcement camera on side of road
- 02 A traffic signal arm showing the traffic signal, a new sign, and No Right on Red sign.
- 03 A lowered posted speed limit sign in a school zone
- 04 A pedestrian crosswalk sign
- 05 A speed feedback board sign

5. York Region Vision Zero Traveller Safety Plan

The five-year plan is to reduce severe collisions by 10% with the aspirational goal to end severe collisions.

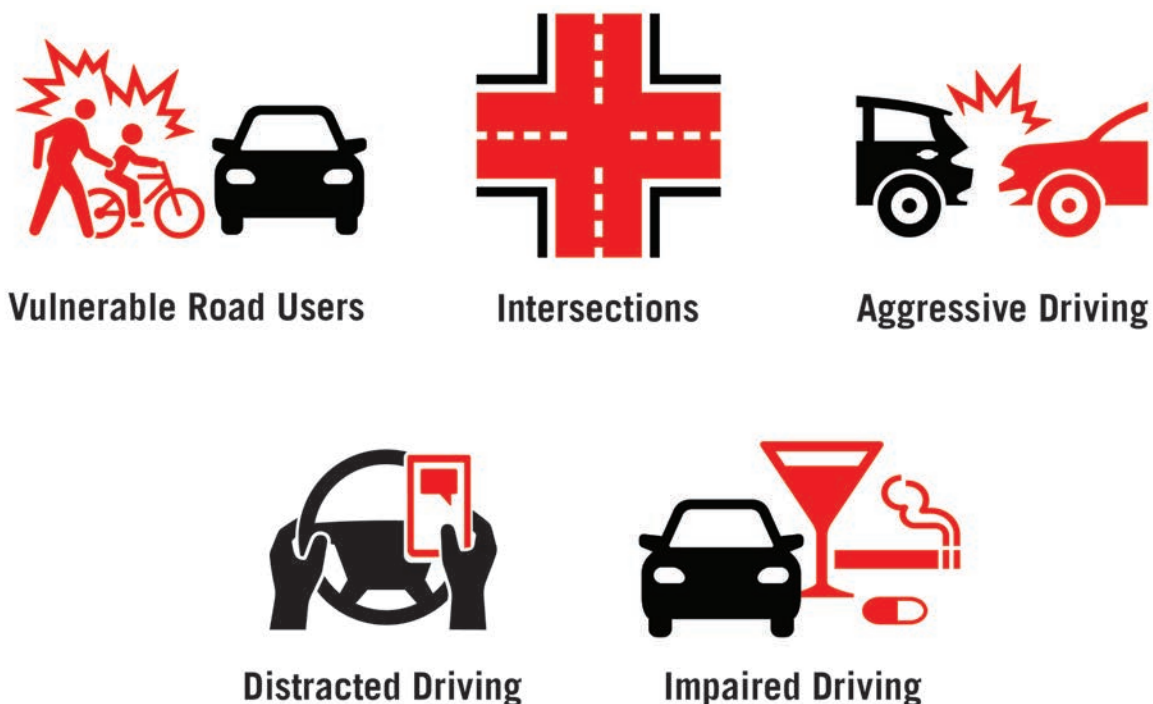
This Plan builds on existing road safety programs and initiatives across York Region. It is one of Ontario's first multi-tier road safety plans and enables York Region and local cities and towns to work seamlessly alongside other partners to enhance traveller safety.

A transportation safety consultant has helped develop a multi-year (2024–2028) comprehensive set of countermeasures for reducing severe collisions by 10% on roads in York Region. As the Region grows,

the road network is growing and becoming more complex. The Plan takes a safety-first approach, which means some actions may slow down traffic in some locations. This is necessary to achieve the interim target and long-term Vision Zero for York Region.

In prioritizing the safety of our most vulnerable road users, the Plan focuses on influencing behaviours at key locations where improvements will have the greatest impacts. These five emphasis areas have been identified through data analysis and input from the public and are shown in Figure 5.

FIGURE 5: Five Emphasis Areas



In comparing collision trends for the Region and for individual municipalities, there was a strong similarity in high-frequency emphasis areas. This means the countermeasures selected as being most impactful in reducing severe collisions will be effective across the Region.

Everyone has the right to move safely everywhere. By addressing these emphasis areas, the Region fosters a positive traveller safety culture, while significantly reducing collisions, injuries and fatalities. While Vision Zero aims to end all severe collisions, the short-term target is to reduce them by 10% between 2024 and 2028.

Various countermeasures will be used to reach this target (see Appendix A for a full list) and much of this work is being done already.

After five years, the Plan will be updated, based on monitoring and reporting throughout the period on how effective countermeasures have been. Updated versions of this Plan will set new benchmarks for further reduction. The 10% target in this Plan is based on expert data and analysis, and considers industry best practices and successes in other jurisdictions.

Countermeasures have been developed based on industry experience and those included in the Plan have the highest likelihood of achieving the five-year target. More than 100 selected countermeasures fall into four categories: engineering, enforcement, education and engagement. The number of countermeasures for each emphasis area, sorted by category, is provided in Table 1.

TABLE 1: Number of Countermeasures for Each Emphasis Area				
Emphasis Area	Countermeasure Type			Total
	Engineering	Enforcement	Education / Engagement	
General	14	—	—	14
Vulnerable Road Users	42	4	13	59
Intersections	21	—	—	21
Aggressive Driving	12	6	2	20
Distracted Driving	5	2	1	8
Impaired Driving	—	5	3	8

- Engineering countermeasures are changes to the physical format of the roadway and tend to improve safety immediately
- Enforcement countermeasures emphasize compliance with the rules of the road and require persistent efforts for even temporary behavioural changes
- Education and engagement countermeasures also aim to change road user behaviour, which can take time to work, but the overall effects are significant

While all the countermeasures listed in the Plan contribute to Vision Zero, not all can be immediately implemented. Some require funding or formal approvals while others are tied to large project timelines or infrastructure, such as road construction. This Plan is for 2024 to 2028 and long-term measures will continue to be implemented beyond that.

Countermeasures are prioritized based on how quickly they can be implemented, expected safety benefits, how easily they can be coordinated with other planned projects, and funding (the availability of budget and staff). Implementation will focus first on projects that can be accomplished in the first year. The next step is to study resource availability and determine which locations result in a higher frequency of severe collisions. With that information, York Region can plan for medium (one to three years) and long-term (more than three years) countermeasures. The following sections outline the five emphasis areas. Appendix A provides details of all countermeasures, almost all are expected to be initiated over the five-year span between 2024 to 2028.



▲ PHOTO: Cyclists riding on a designated cycle path

6. Emphasis Areas

Vulnerable Road Users

Vulnerable road users are more susceptible to severe injury when involved in collisions. They include pedestrians, cyclists, motorcyclists, students, including young children and young and elderly road users.

Many countermeasures for this group address intersections where most collisions occur. For pedestrian, cyclist and motorcyclist collisions, there are long-term countermeasures for improving infrastructure and changing road user behaviours.

In the short-term, engineering countermeasures can be implemented, such as pedestrian / bike signals, crosswalks and crossrides, countdown timers and shoulder treatments. Educational programs, safety campaigns such as Be Visible Be Seen, Distracted Driving, Share-the-Road and Operation Always Be Careful, and police enforcement are some of the initiatives that can reduce risk, but these take time to affect road safety.

The graph and map on the following pages (Figures 6 and 7) show the severe collision history for the past several years for this group.

Collision data varies across the Region. Some local municipalities do not have data available for the full five-year period: in the towns of Aurora, East Gwillimbury, Georgina, Whitchurch-Stouffville and Township of King, only two years of collision data is available (2018 to 2019); in the cities of Richmond Hill and Vaughan there is four years of data available (2016 to 2019). The Region, City of Markham and Town of Newmarket have the full five years of data available. This applies to all the emphasis areas that follow.



▲ PHOTOS (Top left and clockwise):

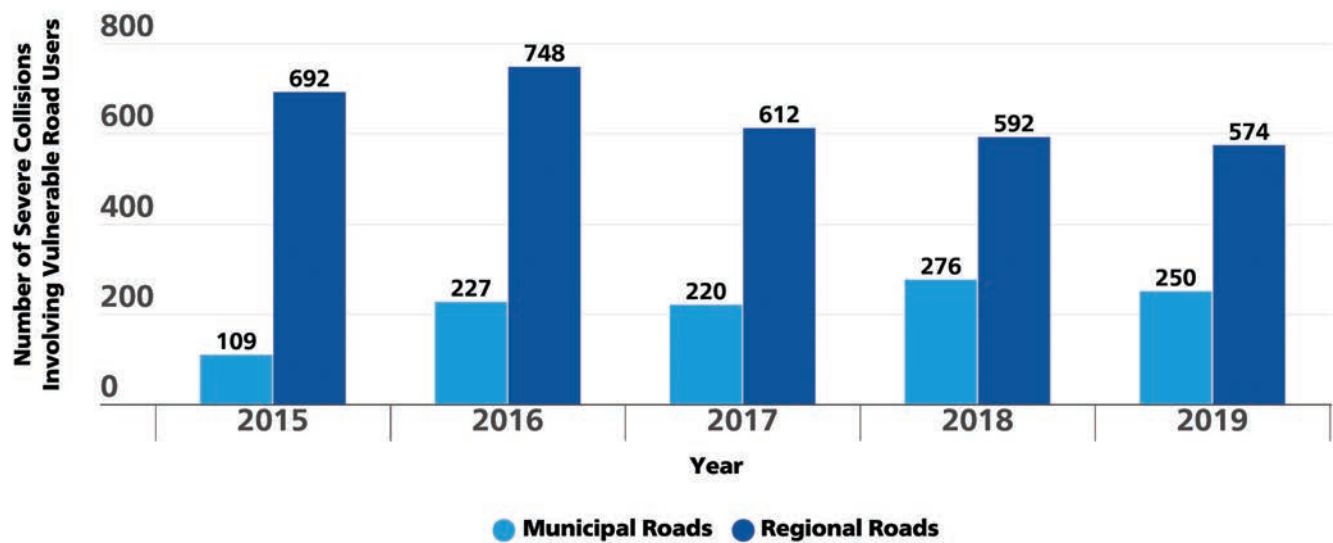
01 Bollards on the road separating the roadway from the cycle path.

02 A curb extension that improves pedestrian visibility

03 Leading pedestrian intervals that give pedestrians a head start at an intersection.

Of 59 countermeasures to be implemented for vulnerable road users, these three will have the highest impact.

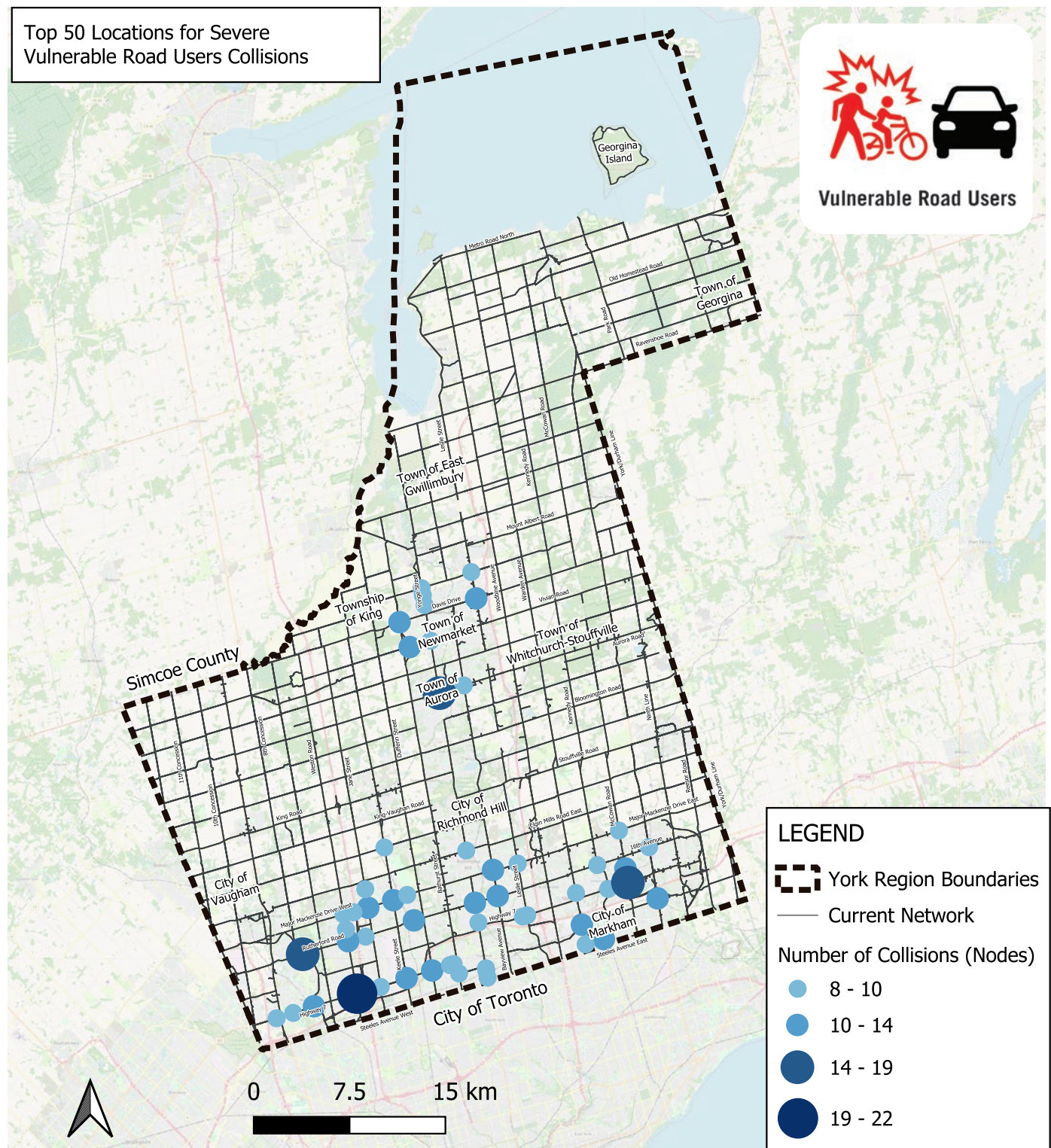
- On-road protected cycling infrastructure, such as bollards, can reduce collisions by 63%
- Leading pedestrian intervals, a traffic signal strategy, can reduce collisions by 19%
- Curb extensions, to improve pedestrian visibility, can reduce collisions by 15%

FIGURE 6: Number of Severe Collisions on Municipal and Regional Roads for Vulnerable Road Users (2015 to 2019)

◀ PHOTOS

(Top left and clockwise):

- 01 A pedestrian count down timer signal at an intersection
- 02 A pedestrian crossover
- 03 Pedestrians and a cyclist crossing a road at a dedicated crossroad intersection
- 04 An intersection with a zebra crosswalk pavement markings
- 05 Tactile plates on the sidewalk of an intersection
- 06 A pedestrian pushing a pedestrian signal button at an intersection waiting for visual and audial prompt to safely cross

FIGURE 7: Top 50 Locations for Severe Vulnerable Road Users Collisions

Vulnerable road user collisions make up nearly 1/3 of all severe collisions in the Region.

The following programs are new or expanded countermeasures York Region plans to implement in 2024 to address vulnerable road user collisions as part of the Plan.

TABLE 2: 2024 Planned Countermeasures for Vulnerable Road Users	
Countermeasures	2024 Implementation
Accessible intersection improvements	20
Senior zones and extend walking time at signals	4
Transit pedestrian warning and stop review	3
Safety Campaigns	2
Cycling facilities	1
School speed reduction and community safety zone	1



◀ PHOTOS
(Top left and clockwise):

- 01 A protected cycling lane on a roadway
- 02 An audible pedestrian warning system device on a bus
- 03 A smart channel intersection design
- 04 A school zone speed reduction sign with a school bus passing on the road



Intersections

Intersection collisions occur when vehicles pass through, proceed toward or wait to enter an intersection. The highest number of severe collisions occur at intersections — approximately 76% of those in York Region.

Countermeasures for intersections are mostly engineering-related and tend to be location-specific as intersections are often uniquely designed. Some longer-term countermeasures, like converting signalized intersections to roundabouts, are better suited to be incorporated into future capital projects as they may require land acquisition and utility relocation. Less capital intensive and easier to implement countermeasures, such as signs, signal timing or pavement markings, are good candidates for wider implementation.

The graph and map (Figures 8 and 9) show the history of intersection collisions in the Region.



PHOTOS: LEFT – An intersection that shows clear sightlines. TOP RIGHT – Flashing beacons at an intersection. BOTTOM RIGHT – Left turn signal

Of the 21 countermeasures to be implemented for intersections, these three will have the highest impact.

- > Sightline improvements can reduce collisions by 47%
- > Flashing beacons, to increase visibility, can reduce collisions by 47%
- > Left-turn signal phases can reduce collisions by 28%

FIGURE 8: Number of Severe Collisions on Municipal and Regional Roads Involving Intersections (2015 to 2019)

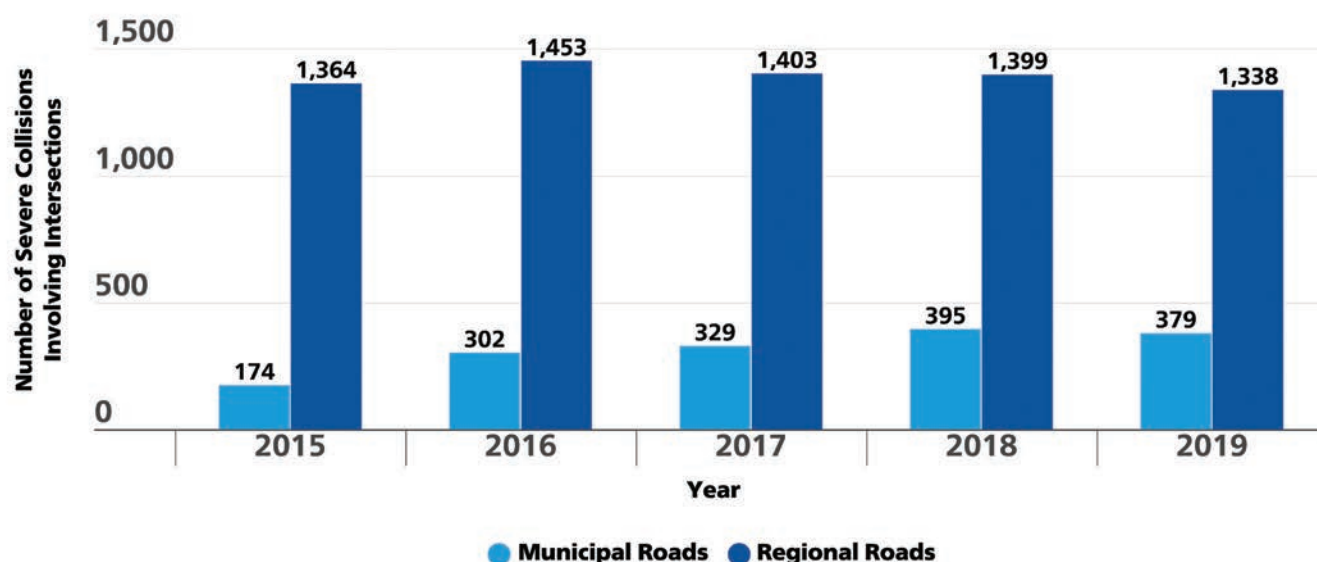
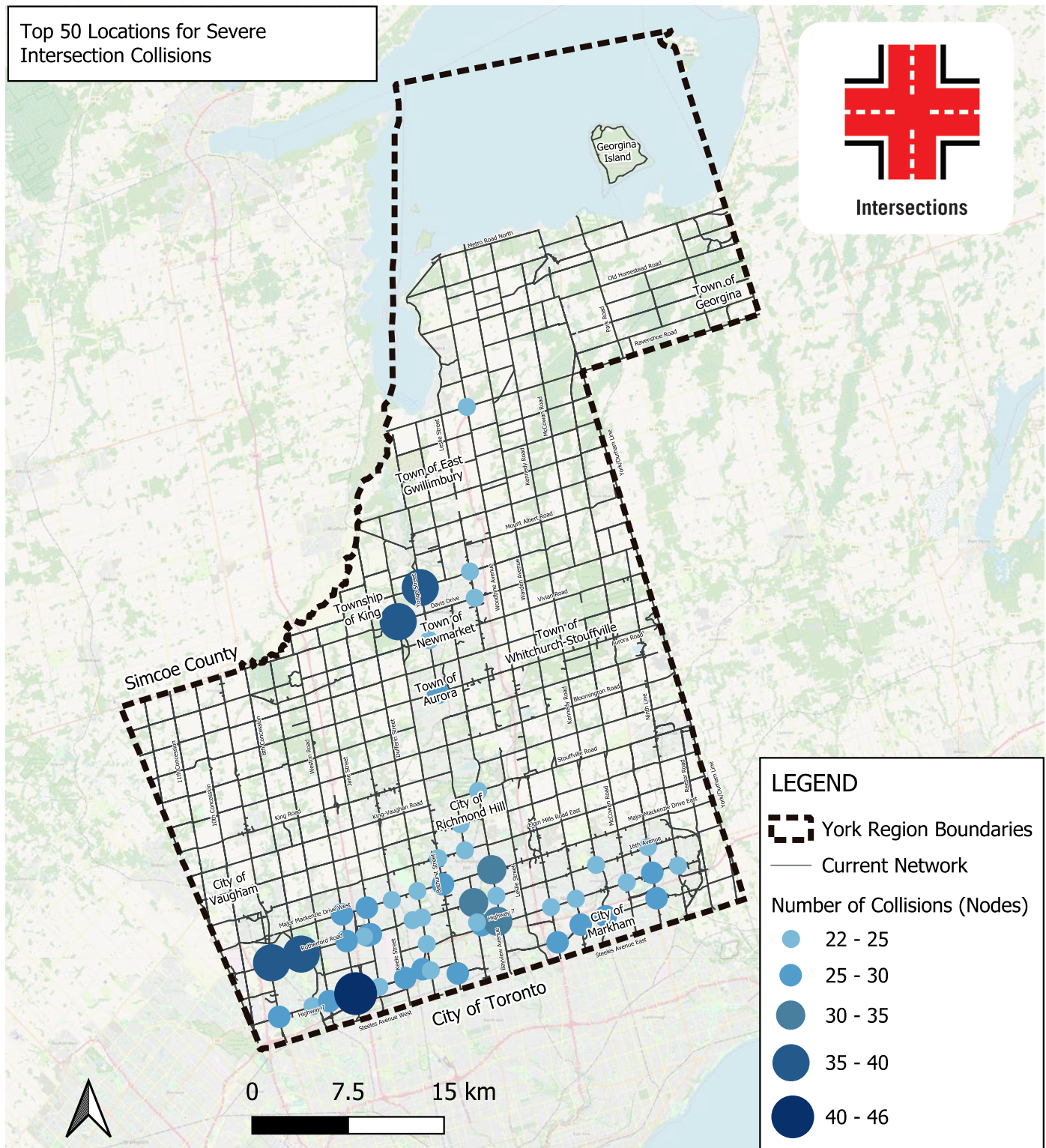


FIGURE 9: Top 50 Locations for Severe Intersection Collisions

The most common types of intersection collisions are rear end (31%), turning movement (27%) and angle (22%).

Programs listed below are new or expanded countermeasures York Region plans to implement in 2024 to address intersection collisions as part of the Plan.

TABLE 3: 2024 Planned Countermeasures for Intersections	
Countermeasures	Priority Locations
Illumination	12
Traffic and pedestrian signals	12
High friction pavement	8
Sightline improvements	4
Roundabout feasibility study	4
Left-turn signal	4
Flashing beacons	4



- ◀ PHOTOS
(Top left and clockwise):
- 01 A left turn lane offset at an intersection
 - 02 A street light fixture with illumination lighting at an intersection
 - 03 A street light fixture with illumination lighting at a railway crossing
 - 04 An intersection with high friction pavement

Aggressive Driving

Aggressive driving includes deliberate driver actions that lead to collisions. Examples include following too closely, exceeding the speed limit, driving too fast for the road condition, disobeying traffic controls and failing to yield right-of-way. These actions are different than inattentiveness or distracted driving, which is a separate emphasis area.

Aggressive driving countermeasures aim to change driver behaviour, which may take time to prove effective. For faster acting solutions, engineering measures, such as radar speed boards, red light cameras, automated speed enforcement or community safety zones, can deter aggressive driving.

The graph and map (Figures 10 and 11) show the history of aggressive driving collisions in the Region.



PHOTO: A congested roadway

Of the 20 countermeasures to be implemented for aggressive driving, these two will have the highest impact.

- > Automated speed enforcement can reduce collisions by 48%
- > Red light cameras can reduce collisions by 30%

FIGURE 10: Number of Severe Collisions on Municipal and Regional Roads Involving Aggressive Driving (2015 to 2019)

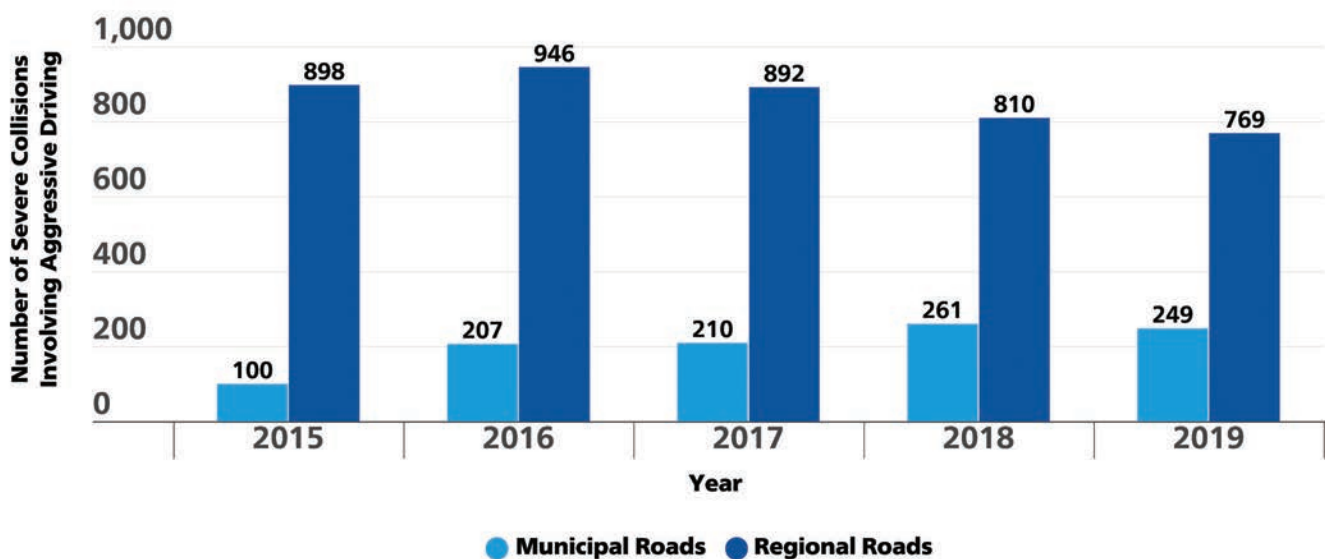
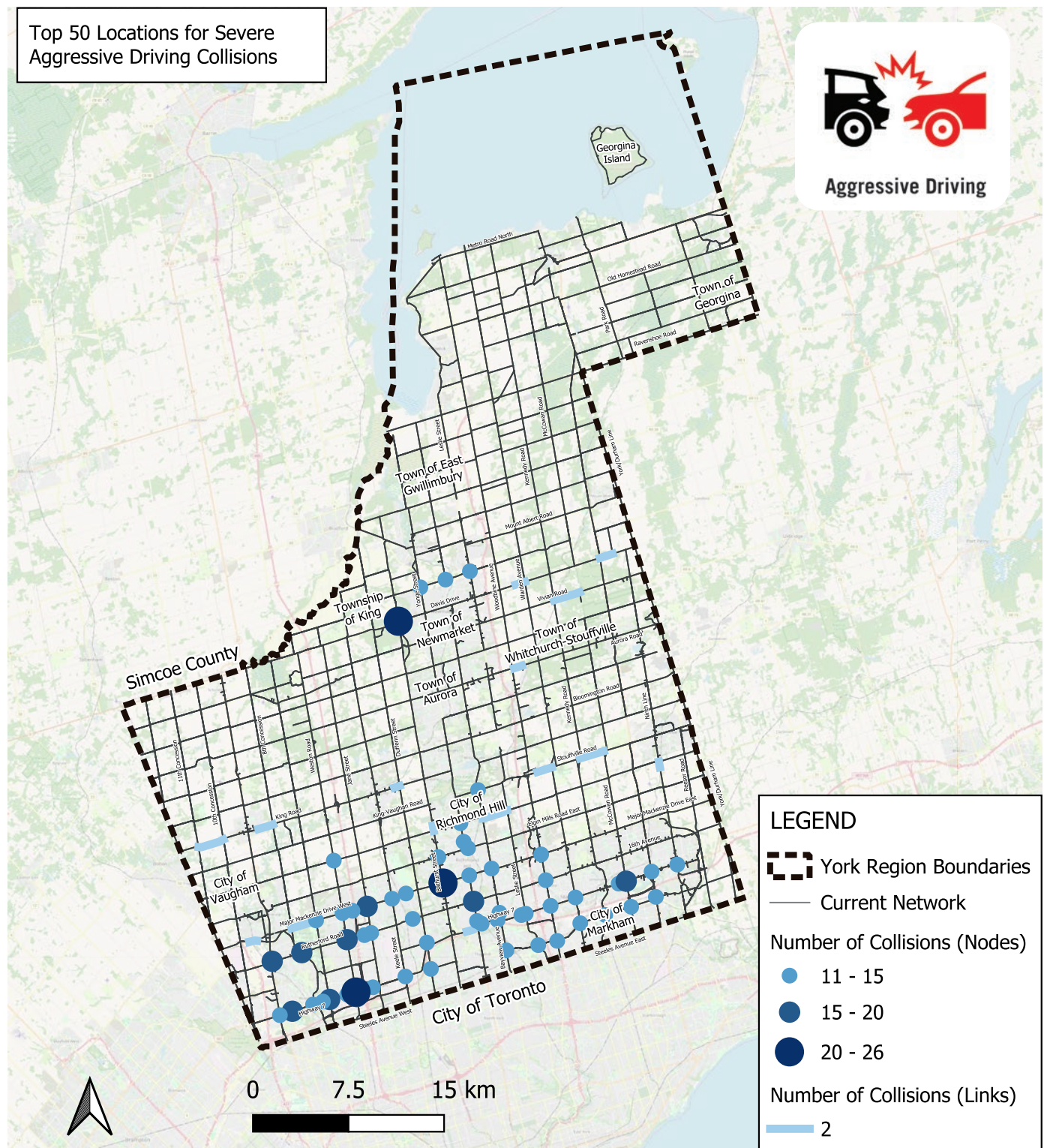


FIGURE 11: Top 50 Locations for Severe Aggressive Driving Collisions

The most common types of aggressive driving that cause severe collisions are failing to yield the right of way (38%) and following too closely (36%).

Programs listed below are new or expanded countermeasures York Region plans to implement in 2024 to address aggressive driving collisions as part of the Plan.

TABLE 4: 2024 Planned Countermeasures for Aggressive Driving	
Countermeasures	Priority Locations
Automated speed enforcement	20
Radar speed boards	20
Red light cameras	15
Road markings	8
Warning signs	8
Safety Campaign	4
Targeted enforcement	various



- ◀ PHOTOS
(Top left and clockwise):
- 01 A roadway with pavement markings that minimize drivers driving on the shoulder of the road
 - 02 An aircraft patrolled road sign
 - 03 A Yield to Turning Vehicles road sign
 - 04 Dragon teeth pavement markings on the road

Distracted Driving

Collisions involving distracted driving are sometimes similar to aggressive driving; however, here the driver is inattentive. Examples include following too closely, exceeding the speed limit, driving too fast or slow for road conditions, improper turning, disobeying a traffic control, failure to yield right-of-way, improper passing, losing control of the vehicle or improper lane change.

It is difficult for police attending the scene of a collision to determine if distracted driving is the cause. It is possible that the actual number of collisions resulting from distracted driving is higher.

Similar to aggressive driving, changing driver behaviours will reduce the number of distracted driving collisions. In the short-term, several engineering countermeasures, such as rumble strips, guide rails and enhanced pavement markings can be implemented.

As per a recent 2023 study, [Real-World Benefits of Crash Avoidance Technologies](#), has also listed the safety benefits of collision avoidance technologies on passenger vehicles. For example, Automatic Emergency Braking (AEB) can reduce rear-end injury collisions by 56%; AEB with pedestrian detection can reduce pedestrian injury collisions by 30%; blind spot detection can reduce lane-change injury collisions by 23%; lane departure warning can reduce single-vehicle, sideswipe and head-on injury collisions by 21%.

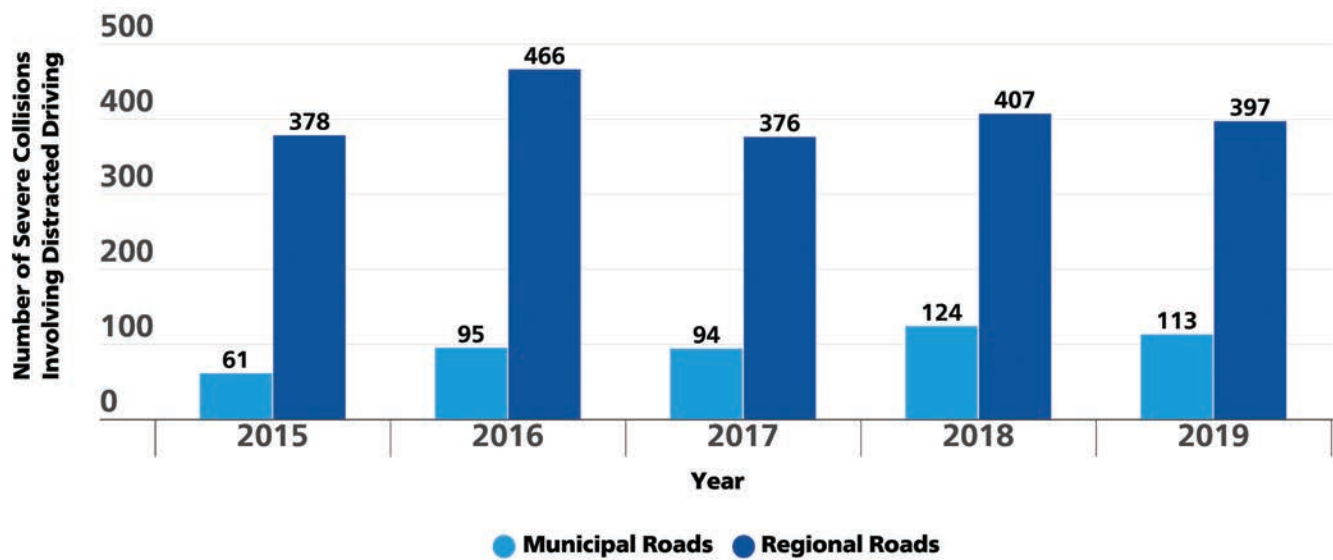
Figures 12 and 13 show distracted driving collision history in York Region.



▲ PHOTOS (Top to bottom):
 01 Rumble strips on the roadway
 02 Slow School Zone pavement markings
 03 A driver behind the wheel talking on a cell phone

Of the eight countermeasures to be implemented for distracted driving, these three will have the highest impact.

- > Rumble strips can reduce collisions by 44%
- > Enhanced pavement markings, using highly visible and durable materials, can reduce collisions by almost 11%
- > Project Heads Up, on-street education and enforcement carried out by police officers to reduce distracted driving, can reduce collisions by almost 10%

FIGURE 12: Number of Severe Collisions on Municipal and Regional Roads Involving Distracted Driving (2015 to 2019)

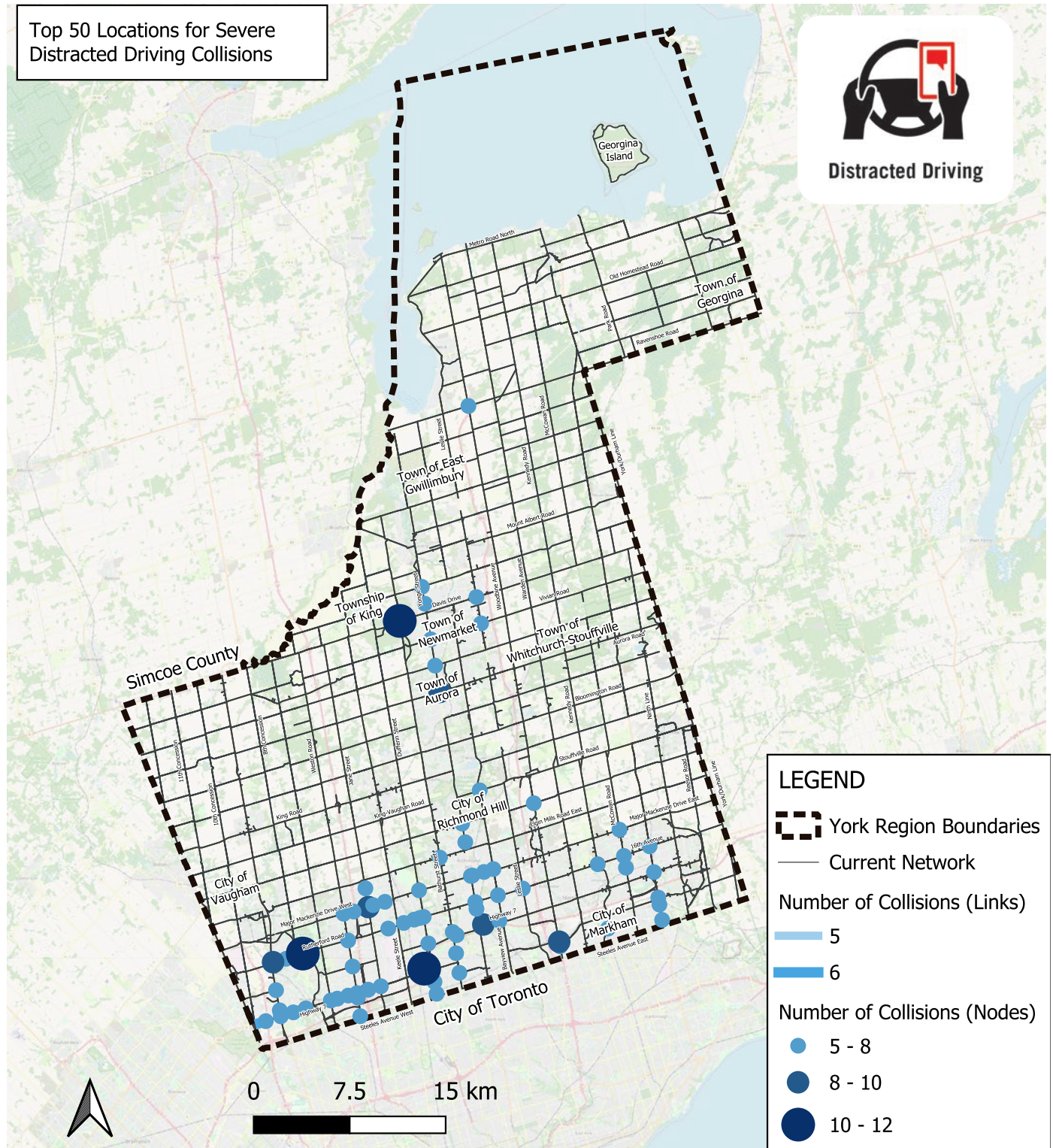
◀ PHOTOS

(Top and bottom):

01 An autonomous vehicle

02 Guiderrail



FIGURE 13: Top 50 Locations for Severe Distracted Driving Collisions

Approximately 1/4 of all severe collisions in the Region are due to distracted driving.

Programs listed below are new or expanded countermeasures York Region plans to implement in 2024 to address distracted driving collisions as part of the Plan.

TABLE 5: 2024 Planned Countermeasures for Distracted Driving

Countermeasures	Priority Locations
Guiderail upgrade/ installation	20
Real time data collection for autonomous vehicles readiness	4
Targeted enforcement	various
Safety campaign	1



- ◀ PHOTOS
(Top and bottom):
- 01 Road surface markings showing Slow School Zone
 - 02 An unmarked police car pulling over a vehicle on the side of a road

Impaired Driving

Impaired driving collisions involve any driver whose ability to safely operate their vehicle has been compromised due to drinking (whether below or above the legal limit), drug use, a medical situation (e.g., seizure or heart attack) or fatigue.

Impaired driving countermeasures rely heavily on education, engagement and enforcement and are mainly led by York Regional Police.

Impaired driving collision history in York Region is shown in the graph and map (Figures 14 and 15). The graph illustrates a slight decrease in impaired driving collisions; however, cannabis legalization may contribute to a rise in impaired driving collisions as 2019 data already shows a slight increase in impaired driving collisions.

Of the eight countermeasures to be implemented for impaired driving, these will have the highest impact.

- > Project R.I.D.E. (Reduce Impaired Driving Everywhere), a year-round program more prevalent around holidays, can reduce collisions by 9%
- > Alcohol and drugs youth programs, administered by York Region Public Health nurses in schools, can be expanded

FIGURE 14: Number of Severe Collisions on Municipal and Regional Roads Involving Impaired Driving (2015 to 2019)

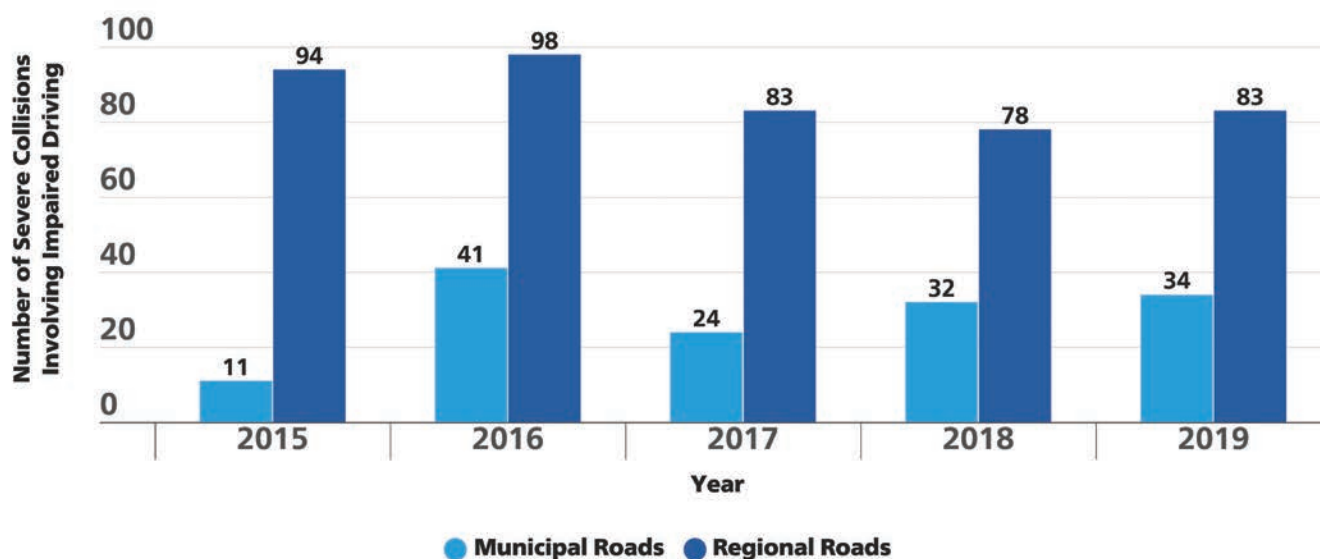
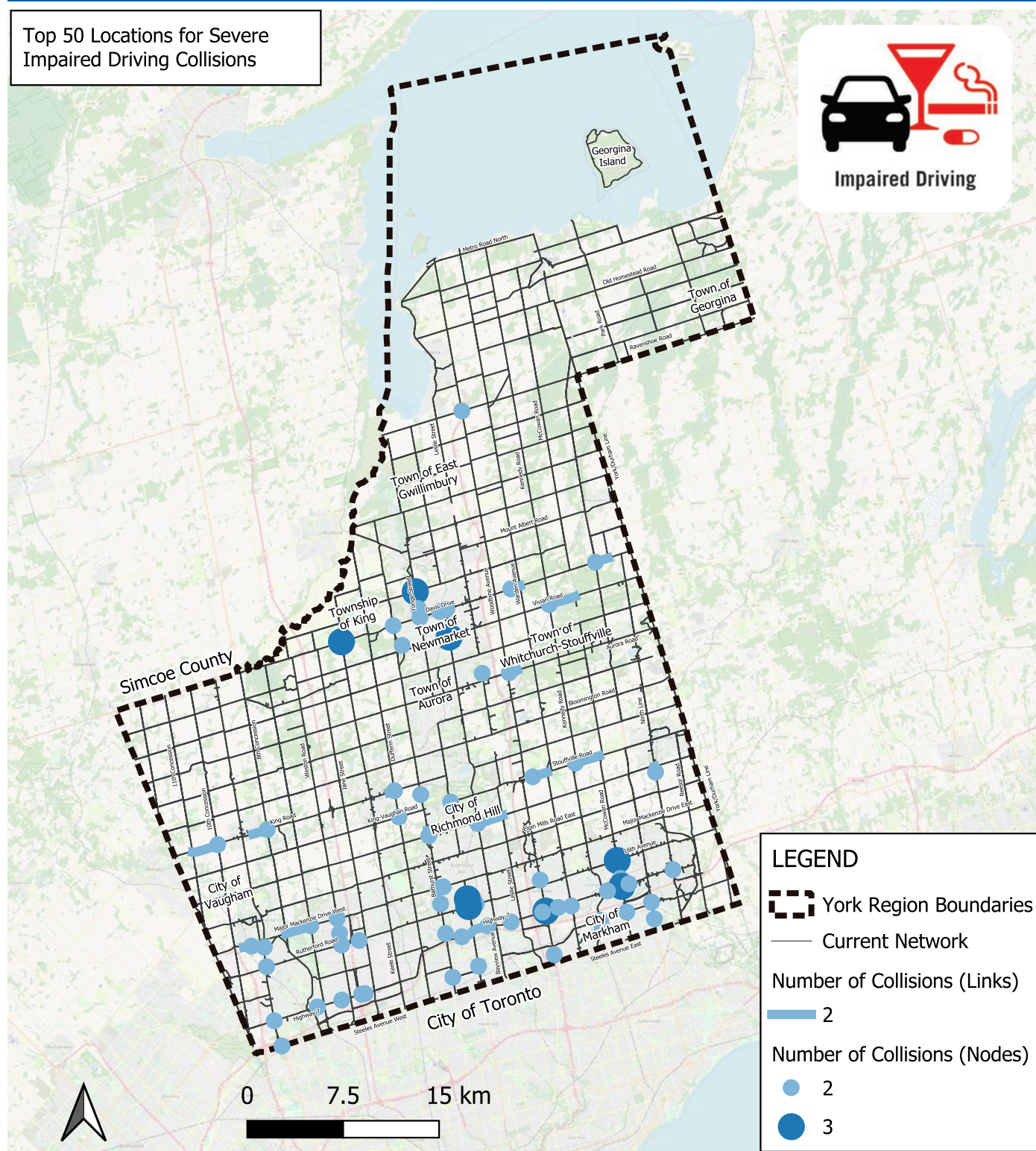


FIGURE 15: Top 50 Locations for Severe Impaired Driving Collisions

Alcohol — even one drink — can reduce your reaction time. The effects of alcohol also include blurred or double vision and impaired attention. Alcohol-impaired driving is one of the leading causes of death on Ontario roads.

Programs listed below are new or expanded countermeasures York Region plans to implement in 2024 to address impaired driving collisions as part of the Plan.

TABLE 6: 2024 Planned Countermeasures for Impaired Driving	
Countermeasures	Priority Locations
Project R.I.D.E	various
Alcohol and drug youth campaign	various



- ◀ PHOTOS
(Top and bottom):
- 01 Marijuana plant
 - 02 York Regional police officer conducting a R.I.D.E. program

7. How the York Region Vision Zero Traveller Safety Plan Was Created

Partners

The Plan was developed collaboratively; feedback and input from partners and the public are critical to the project's success. This Plan is one of the

few Ontario road safety plans that incorporated specific input from each local city and town during its development. Figure 16 shows key steps in developing the Plan, with evaluation embedded into the ongoing review processes.

FIGURE 16: Traveller Safety Plan Development and Implementation Process

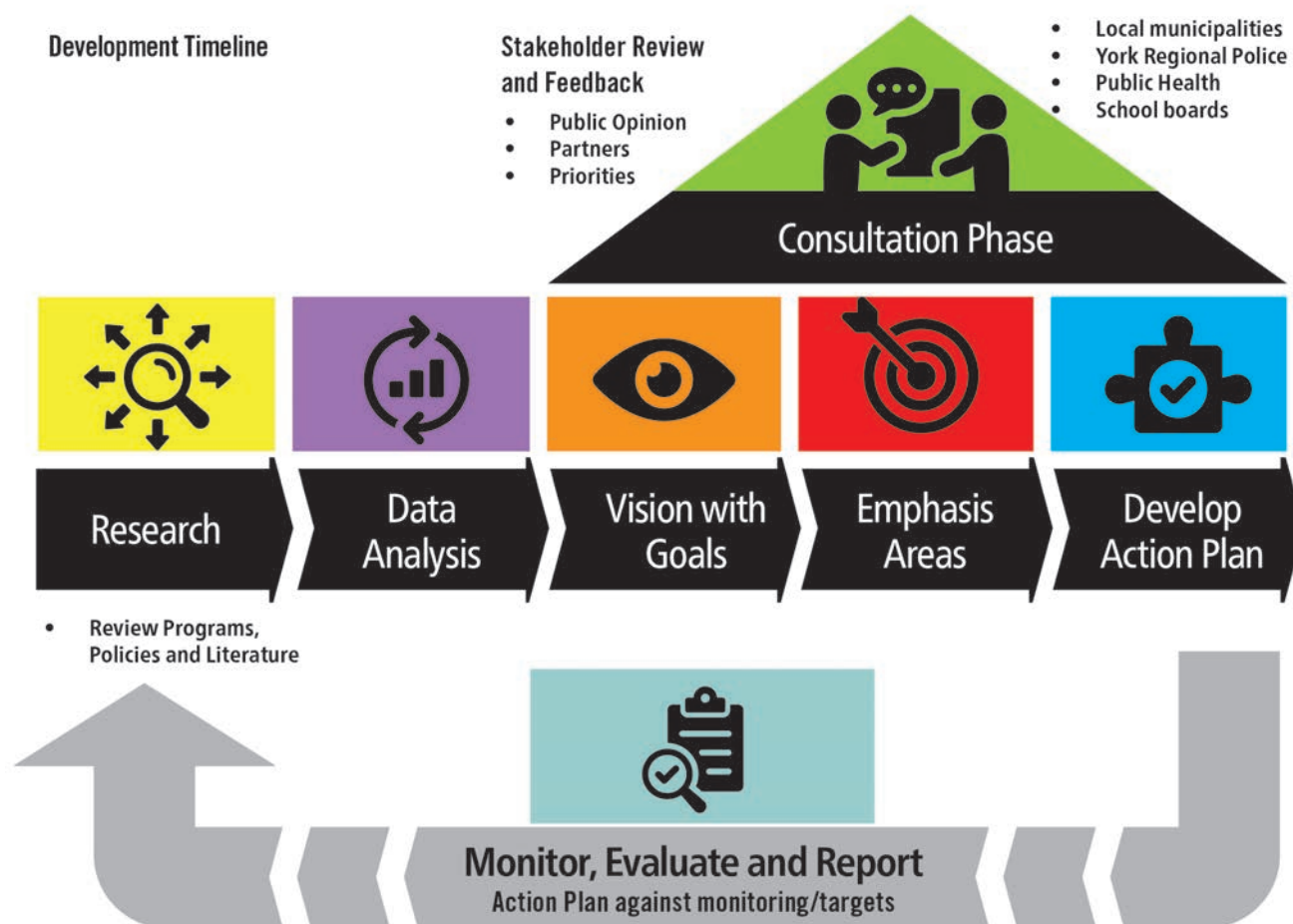


FIGURE 17: Participating Partners

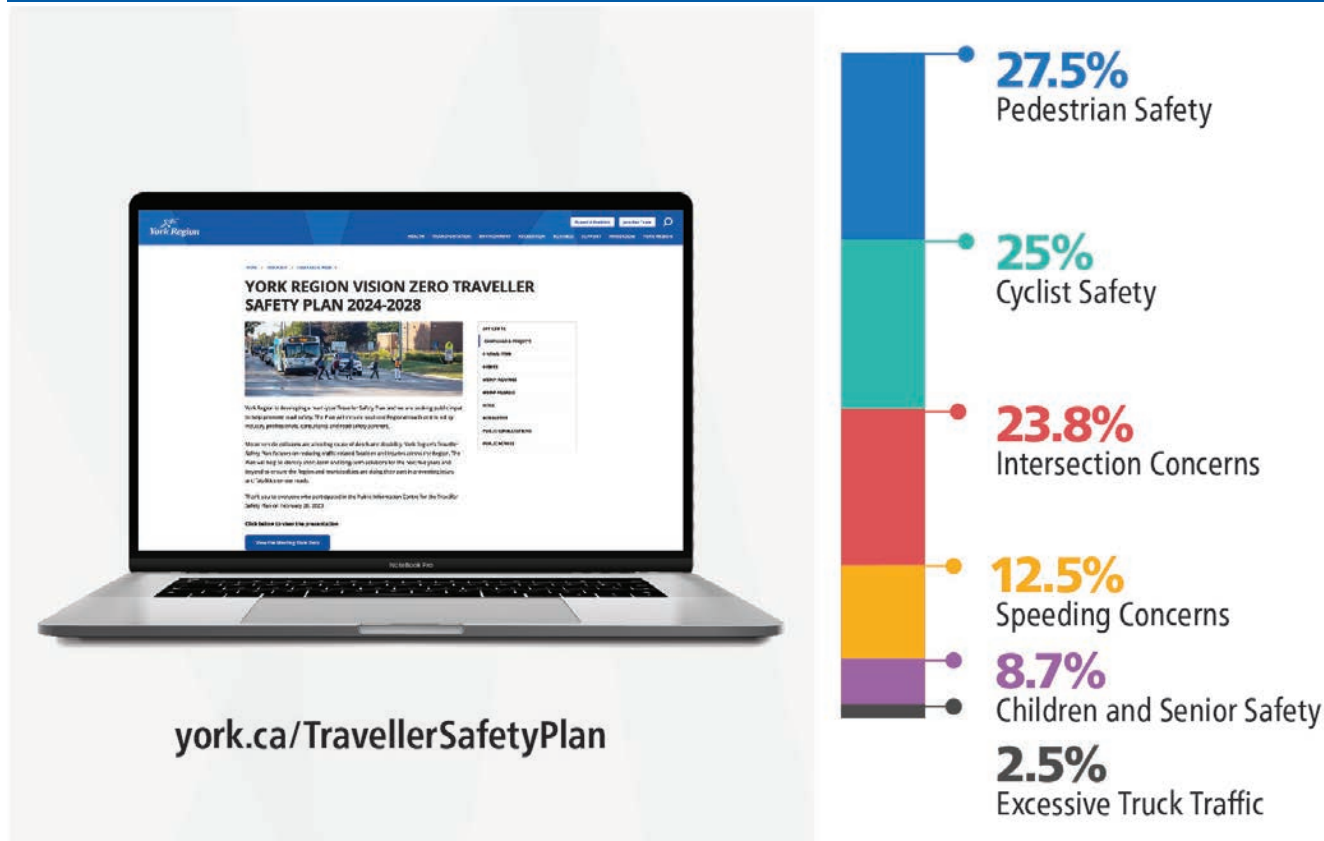


At the outset of this study, York Region identified partners who could contribute to road safety, including local cities and towns, first responders and stakeholders such as Ministry of Transportation Ontario, school boards and accessibility and cycling advocacy groups. Participating partners are shown in Figure 17.

York Regional Police (YRP) is a key partner and has developed a [road safety strategy](#) emphasizing education, engineering and enforcement actions, using the safe system approach. The Plan builds on York Region's and local municipalities' existing road safety programs and York Regional Police operational plans. Many education and enforcement countermeasures in this Plan are ongoing YRP programs and YRP input is invaluable for long-term success in achieving Vision Zero.

Partners met in a series of workshops and York Region also worked with local cities and towns to learn more about their existing road safety programs. This process provided a better understanding of safety issues across York Region and how to build on existing efforts.

Residents were also encouraged to provide feedback. One opportunity was a virtual public information centre that introduced this study and collected more than 1,000 comments. Public opinion was also collected through online surveys in April 2023, with more than 500 completed responses. This work highlights the role of human factors in collisions, including attitudes towards hazardous behaviours like distracted driving and speeding. Figure 18 shares primary areas of concern identified through various channels of public input.

FIGURE 18: Top Safety Issues from the Virtual Public Information Centre

Data analysis

Strong data analysis is the foundation for the Plan. In a major step forward, York Region, in 2023, implemented a new web-based data warehouse tool to view and analyze anonymized and aggregate information about collisions, traffic volumes, infrastructure, Highway Traffic Act infractions and connected vehicle data, available with many newer vehicles. The data warehouse tool includes analytic features to conduct data-driven and evidence-based analysis for the purpose of identifying and prioritizing better measures for changing traveller behaviours. New data sources from partners and the data warehouse helped York Region understand traveller behaviours more clearly and will continue to encourage a stronger road safety culture.

This level of detail is unprecedented in Ontario, as is the use of sophisticated innovative technology to identify collision hot spots. Data must be viewed in a larger context. Based on available traffic volume data collected during the pandemic, traffic volumes experienced a significant decrease in both 2020 and 2021, especially in 2020, ranging from a 15% to 60% reduction, then gradually increased later in 2021 to a level close to or exceeding the pre-COVID conditions. Therefore, collision data between 2015 and 2019 is consistent, representing typical trends. It forms baseline data, avoiding irregular collision data from during the pandemic.

The Future of Road Safety: Connected Vehicle Data

Breakthroughs in technology are pointing the way to better road safety decisions.

Newer vehicles, equipped with internet connectivity and certain onboard sensors, can participate in connected vehicle data, which is sent wirelessly from vehicles using on-board transmitters. Millions of data points from different vehicles are sent virtually in real time. York Region uses anonymized and aggregate data to obtain a detailed picture of how much traffic is in a particular location and how fast vehicles are travelling in each direction.

Even more critical for road safety, this big picture shows where drivers are braking or accelerating unusually hard (Figure 19A and 19B). This information may indicate engineering work is needed at a specific location to allow for a smoother travel experience.

Aggregated data has many other uses in road safety and transportation planning, including predicting and assessing safety countermeasure impact, checking compliance with posted speed limits and determining how to divert traffic efficiently during roadwork.



How offering more ways to travel can make the network safer

The Transportation Master Plan focuses on offering more ways to travel in the Region. This includes more transit and other eco-friendly ways of getting around, such as walking, cycling and micromobility (e-bikes, e-scooters and other lightweight, low-speed vehicles).

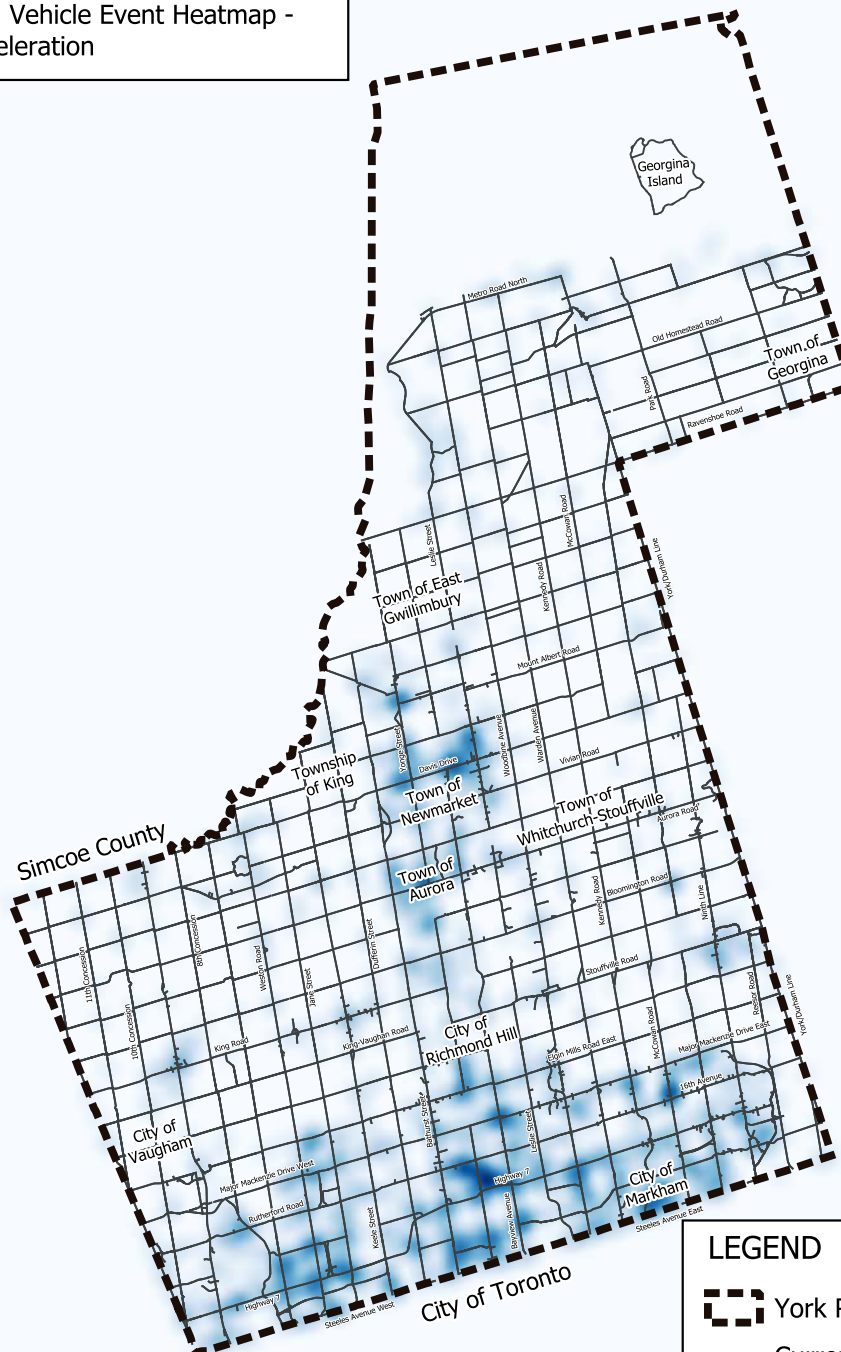
The Master Plan responded to a growing trend among residents who wish to get out of their cars, especially for shorter trips in more built-up areas.

For greater safety, separate multi-use paths are being added or extended and, where that's not feasible, cycling tracks on roadways are being protected.

These measures benefit everyone because they also reduce single-occupant vehicles on roads, easing congestion and reducing the risk of collisions.

FIGURE 19A: Connected Vehicle Event Heatmap from May 7, 2023, to June 9, 2023

Connected Vehicle Event Heatmap -
Harsh Acceleration

**LEGEND**

York Region Boundaries

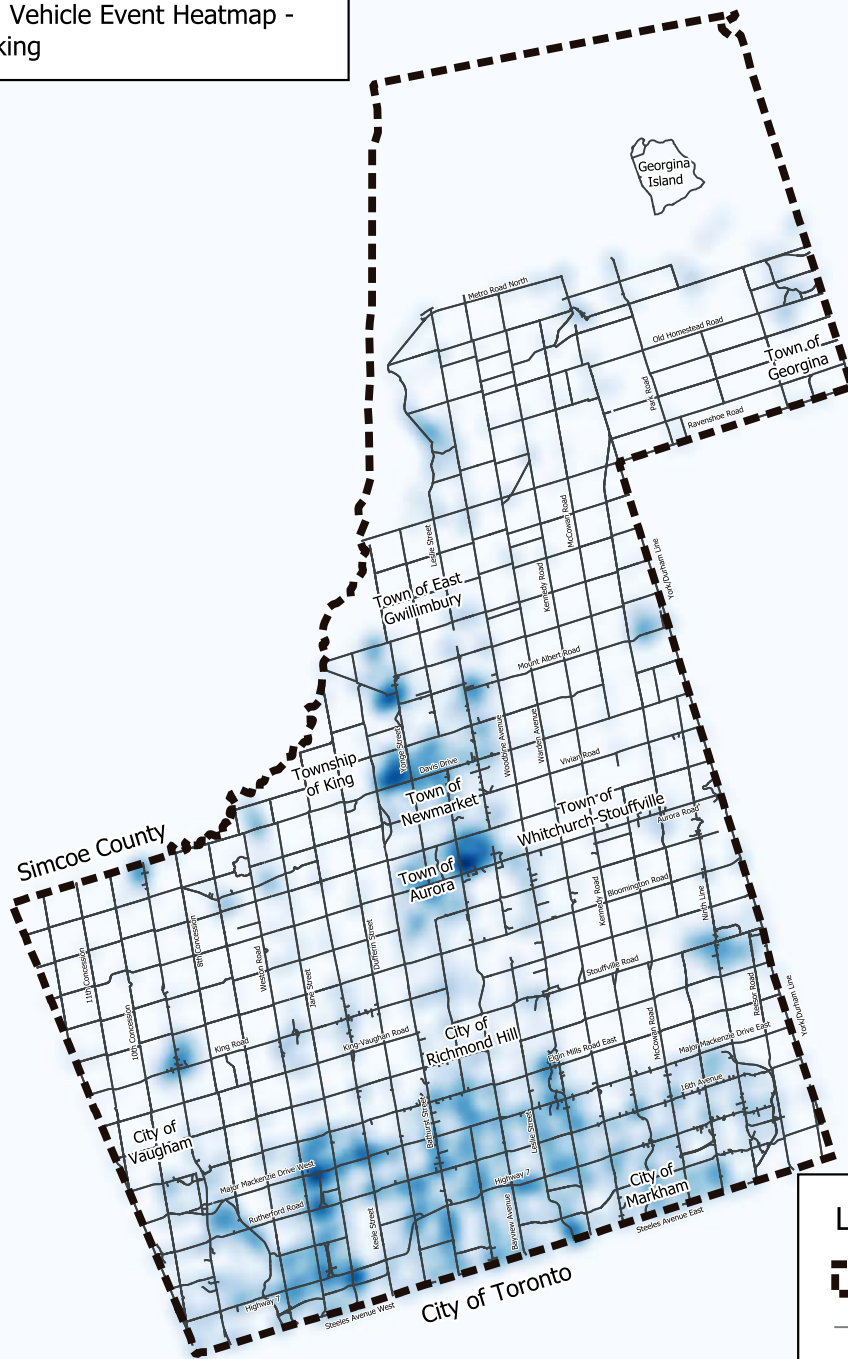
Current Network

Harsh Acceleration Event Intensity



FIGURE 19B: Connected Vehicle Event Heatmap from May 7, 2023, to June 9, 2023

Connected Vehicle Event Heatmap -
Harsh Braking

**LEGEND**

York Region Boundaries

Current Network

Harsh Braking Event Intensity



0 7.5 15 km



8. Resources

Similar to other municipalities that have developed Vision Zero plans, considerations for budget and human resources are a foundation and included in this section.

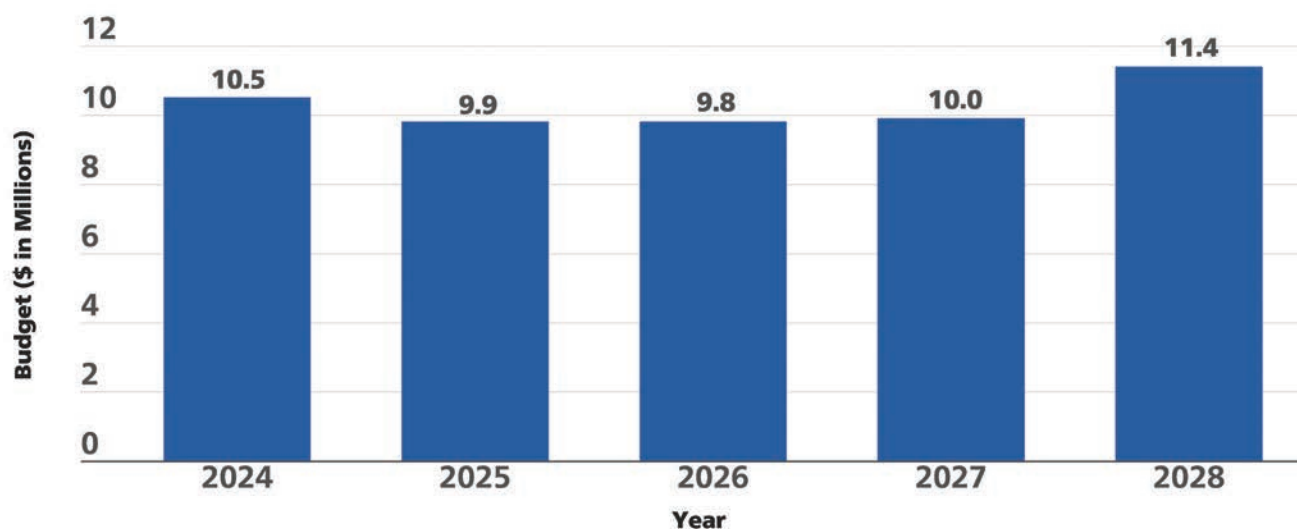
Budget

The Plan budget is approximated by adding each countermeasure implementation cost, including recurring lifecycle operating and maintenance costs. Larger countermeasures are expected to be delivered through the Capital Roads Program and Capital Rehabilitation Contracts under the York Region [2024 10-Year Roads and Transit Growth Capital Construction Program](#).

Figure 20 and Figure 21 present the annual capital and operating budgets required to deliver the countermeasures selected by the Region in the next five years. As can be seen, the expected level of investment increases towards the end of the Plan life cycle (i.e., 2027 and 2028). This is due to the required time for engineering studies and approvals for more expensive countermeasures, such as installing protected bike lanes and roundabouts. The presented budget and its distribution over the next five years are subject to change upon the availability of more accurate unit costs and funding to the Region.

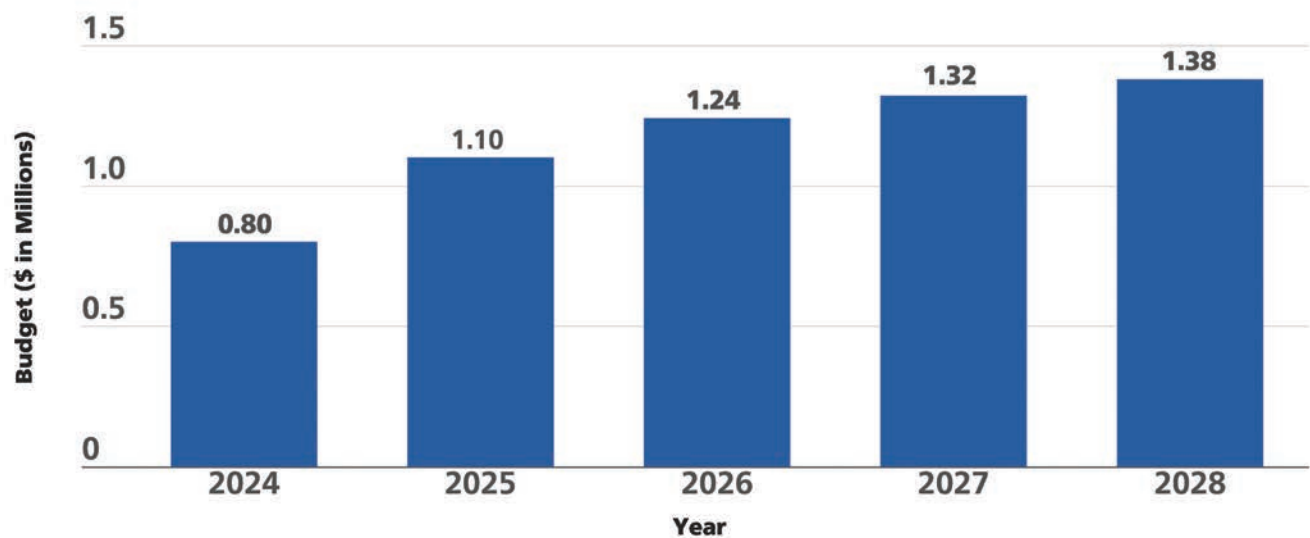
There are no additional budget needs in 2024 and any 2024 resources needs were included in the 2024 budget.

FIGURE 20: Annual Capital Budget – York Region (\$ in Million)



Note: Capital plus operating equals approximately \$12 million (90% Capital and 10% Operating)

FIGURE 21: Annual Operating Budget – York Region (\$ in Million)



Several countermeasures are already underway; however, once this Plan is launched, each tactic can be identified accordingly for a full picture of York Region’s road safety initiatives. In addition, future funding from public safety initiatives including automated speed enforcement and red light cameras will be allocated to support plan implementation.

Investments will increase towards the end of the five years because engineering studies and approvals for more cost intensive countermeasures, such as installing protected bike lanes and roundabouts, will take more time to implement.

The Plan requires a human resources investment. A significant effort is needed to analyze safety data, develop specific programs, implement countermeasures

and monitor results. Additional staff and / or staff time, which may be in form of new hires, reallocating existing staff and consulting services, is crucial. Municipal and Regional roads all form part of the same vital system and it is important that local cities and towns and York Region continue to work together to achieve Vision Zero. Municipalities are encouraged to implement an appropriate resource plan to implement the action plan.

While all of this may require additional resources in the future, it will also help to save lives, prevent severe collisions and protect our vulnerable travellers. Any future requests for staff resources, capital and operating dollars to support the Plan will be considered by Public Works as part of the annual budget process.

9. Monitoring and Reporting

Process performance will be monitored and evaluated annually to ensure planned actions are happening as envisioned. Success will be reported back through an annual report to York Regional Council and will capture any early signs of success, including preliminary results.

In working with our partners, York Region will continue to refine the Plan to achieve a 10% reduction in severe collisions in the next five years and reach the long term Vision Zero goal.

10. Conclusion: From Plan to Action

Over the next five years, York Region and its partners will put more than 100 countermeasures in place to reduce severe collisions in all five emphasis areas. This Plan sets priorities in each area based on urgency, expected safety benefits, resource needs and, in the case of larger engineering solutions, how the work will integrate with other capital projects.

To assess progress for each emphasis area, performance will be regularly measured, tracked and reported annually. Over time, new challenges may arise. To keep the Plan current, emphasis areas will be reassessed each time it is updated.

At the same time, partners will work to create a culture of traffic safety within their own organizations and across the Region. This will grow out of:

- Joint work, idea sharing and collaboration among safety staff, internal and external partners and others with an interest in traveller safety

- Encouraging collision data use in all decision making about the road network
- Explicitly building safety into existing and new plans and programs
- Resourcing relevant safety programs run by departments outside traffic operations and road safety

On a broad scale, creating a safety culture means changing people's values and attitudes across all communities in York Region. Safety is a shared responsibility of all road users and must be a key part of every decision made about how to travel. That is how we realize our aspirational vision of ending all severe collisions on our roads.

Appendix

Full list of Countermeasures

Following is a list of new and expanded countermeasures York Region plans to implement as part of York Region Vision Zero Traveller Safety Plan. They are organized by general countermeasures that can be applied to all emphasis areas, then by the specific emphasis areas they address.

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- 5. Distracted Driving 54
- 6. Impaired Driving 55

APPENDIX 1: General Countermeasures

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Library of Resources and Reference Materials	Engineering GCM-01	Assemble a digital library and obtain / purchase copies of provincial (Ministry of Transportation of Ontario), national (Transportation Association of Canada) and international (Federal Highway Administration, the American Association of State Highway and Transportation Officials) manuals on traffic safety and operations	Undetermined	Library of Resources
Traffic Count Program Needs Assessment	Engineering GCM-02	Determine optimal locations for the count program; implement refinements to data collection periods and seasons; develop procedures to estimate Annual Average Daily Traffic (AADT) at intersections based on Turning Movement Count (TMC) data while using time of day, day of week and day of month conversion factors; develop procedures to estimate AADT on road segments based on Automatic Traffic Recorder (ATR) data while using time of day, day of week and day of month conversion factors	Undetermined	Repeated every five years
Road Safety Database Update	Engineering GCM-03	Develop procedures to assess road safety data quality; conduct regular collision database updates / audits; conduct regular infrastructure database updates / audits; conduct regular update of traffic volume database	Undetermined	Annual review
Pedestrian and Cyclist Count Program	Engineering GCM-04	Explore and adopt different technologies for collecting pedestrian and cyclist counts; develop procedures to estimate pedestrian and cyclist volumes at intersections based on TMC data; develop procedures to estimate pedestrian and cyclist volumes at midblock crossing based on adopted data collection technologies; collect and estimate pedestrian and cyclist volumes	Undetermined	Repeated every five years
Speed Data Collection Program	Engineering GCM-05	Explore and adopt different technologies for collecting historical and real-time speed data; develop procedures to estimate speed noncompliance on road segments; collect and estimate speed non-compliance; analyze the collected Speed Data and Identify High Risk Locations with speeding issues	Undetermined	Annual review

APPENDIX 1: General Countermeasures

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Network Screening Program	Engineering GCM-06	Collect and assemble necessary data; develop Safety Performance Functions (SPFs); conduct Network Screening using Empirical Bayes Method; identify sites with higher Potential for Safety Improvements (PSI); consider all road users	Undetermined	Update every 3 to 5 years
Systemic Safety Review Program	Engineering GCM-07	Collect and assemble necessary data; identify risk factors and assign them to sites; identify and rank sites with one or more risk factors; identify systemic safety treatments; consider all road users	Undetermined	Update every 3 to 5 years
In-Service Road Safety Review Program	Engineering GCM-08	Develop and implement a program to conduct in-service road safety reviews at top-ranked locations in York Region	Undetermined	20 locations per year
Develop Vision Zero Dashboard	Engineering GCM-09	Present Road Safety program progress through key performance indicators (KPIs) using visualization tools such as Power BI dashboards	Undetermined	1 dashboard
Annual Road Safety Report	Engineering GCM-10	Prepare a road safety report summarizing KPIs on annual basis for presentation to York Regional Council and the public	Undetermined	Annual update
Traffic Inquiry Prioritization Tool	Engineering GCM-11	Develop an inquiry intake priority procedure for optimal / objective handling of public requests	Undetermined	Update every 3 to 5 years
Before-After Studies	Engineering GCM-12	Conduct regular before-after studies determining countermeasure effects following best practice approaches	Undetermined	3 counter-measures per year
City Standards and Specifications Update	Engineering GCM-13	Identify and develop required standards and policies to facilitate seamless traffic safety business unit operation	Undetermined	3 policies per year
Incorporate Safety in Design and Planning	Engineering GCM-14	Review York Region's current planning policies and design guidelines to identify gaps; incorporate safety in planning and design procedures	Undetermined	Update every 3 to 5 years

APPENDIX 2: Vulnerable Road Users

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Addition of Active Transportation Facilities (painted lanes)	Engineering VRU-01	On-road, painted lanes, adjacent to general purpose lanes, to reduce collisions with pedestrians, cyclists, etc.	14% reduction	10 kilometres
Addition of Active Transportation Facilities (protected on-road)	Engineering VRU-02	Protected cycling lanes, separated by bollards, barriers or a bike track	63% reduction	2.5 kilometres
Addition of Active Transportation Facilities (protected off-road)	Engineering VRU-03	Separated bike path or multi-use lanes	63% reduction	2.5 kilometres
Bicycle Conflict Zone Pavement Markings	Engineering VRU-04	Markings for drivers that increase awareness and safety of cyclists	Undetermined	5 locations
Countdown Timers	Engineering VRU-05	Countdown timers for pedestrian crossing at intersections	8.8% reduction	25 locations
Crossing Guards	Engineering VRU-06	Trained adults to ensure pedestrians are crossing at appropriate times and locations, especially beneficial for children near schools	Undetermined	Collaborative with local municipalities
Curb Extensions	Engineering VRU-07	Extending curbs to improve pedestrian safety and visibility at intersections	15% reduction	5 locations
Incorporating Active Transportation Improvements into development applications	Engineering VRU-08	Ensure through development approvals process that active transportation infrastructure is being accounted for; may include developer-funded transit incentives as a condition for approval	Undetermined	5 locations
Pedestrian Warning Devices (for buses)	Engineering VRU-09	The audible pedestrian warning system is a device on the bus that warns pedestrians the bus is making a right or left-hand turn and exterior mounted speaker system is used to make the automated announcement	Undetermined	14 e-buses
Pedestrian-level Illumination	Engineering VRU-10	New or upgraded streetlighting designed specifically to highlight the presence of and assist pedestrians to cross at protected locations, especially beneficial in low-light or nighttime conditions	42% reduction	25 locations
Pedestrian Crossovers (PXOs)	Engineering VRU-11	Pedestrian crossings protected by signs, pavement markings and flashing lights	18% reduction	5 locations

APPENDIX 2: Vulnerable Road Users

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
School Crossings	Engineering VRU-12	Controlled crossings near schools, typically with markings on the road, signs and crossing guards	37% reduction	Collaborative with local municipalities
Tactile Plates	Engineering VRU-13	Pavement surface devices near the edge of the road to assist visually challenged pedestrians in crossing	Undetermined	25 locations
Text Pavement Markings	Engineering VRU-14	Pavement markings to increase drivers' awareness of school zones and reduce speed	15% reduction	25 locations
Walking Speed Adjustments	Engineering VRU-15	Altered traffic signal timings to accommodate slower walkers crossing intersections	51% reduction	25 locations
Warning Signs	Engineering VRU-16	Signs warning vehicles turning right that pedestrians and / or cyclists have the right-of-way within the intersection	Undetermined	50 locations
Zebra Crosswalks	Engineering VRU-17	Ladder-style markings to emphasize crosswalk presence	40% reduction	50 locations
Audible Pedestrian Signal	Engineering VRU-18	Sound units to indicate to the visually impaired the signal indications as well as the presence of intersections equipped with this technology	Undetermined	25 locations
Pedestrian and Cycling Planning and Design Guidelines	Engineering VRU-19	Application of the Pedestrian and Cycling Planning and Design Guidelines, active transportation components of the 2022 Transportation Master Plan, and best practices from Ontario Traffic Manual (OTM) Book 18 Cycling Facilities	Undetermined	Developed
Bike Signals	Engineering VRU-20	Dedicated signals for cyclists at signalized intersections	Undetermined	1 location
Bus Stop Location Reviews	Engineering VRU-21	Bus stop reviews are a formal assessment on the safety impact of either adding or relocating transit stops	Undetermined	10 locations
Relocate Bus Stops	Engineering VRU-22	Bus stop locations may be adjusted based on the results of the transit stop location evaluation	Undetermined	5 locations
Designing Great Streets Guidelines	Engineering VRU-23	Complete Streets is a proactive approach to planning and design where the needs of all road users are considered (not just vehicle traffic)	Undetermined	1 location
Corner Radius Reductions	Engineering VRU-24	Smaller corner radius encourages slower turning speeds, improving pedestrian safety	1.9% reduction	5 locations

APPENDIX 2: Vulnerable Road Users

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Crossride Markings	Engineering VRU-25	Crossride (bicycle crossing) pavement markings highlight the presence of cyclists crossing and help organize their movements; Revise and expand active transportation intersection pavement markings and signage	40% reduction	5 locations
Intersection Roadside Protection	Engineering VRU-26	Bollards, guiderail or barriers may be installed to control pedestrian movements, especially large flows, and protect vehicles from encroaching	Undetermined	5 locations
Leading Pedestrian Intervals (LPIs)	Engineering VRU-27	A traffic signal timing strategy used to improve pedestrian safety at intersections; walk signal activates before the vehicle green light, allowing pedestrians to establish their presence in the intersection	19% reduction	5 locations
Integration with the City of Vaughan's MoveSmart Strategy	Engineering VRU-28	Regional partnership and support for the City of Vaughan Road Safety Initiatives and MoveSmart Strategy (improve road safety, school safety, traffic management data program, traffic calming measures, and expansion of pedestrian and cycling network)	Undetermined	In progress
Integration with the City of Markham's Road Safety Plan	Engineering VRU-29	Regional partnership and support for the City of Markham Road Safety Plan	Undetermined	In development
Right Turn on Red (RTOR) restrictions	Engineering VRU-30	Prohibitions reduce conflicts with pedestrians who are crossing where vehicles are turning right	3% reduction	5 locations
School Zone guidelines	Engineering VRU-31	Establishing specific standards and guidelines for safety measures in school zones	Undetermined	To be developed
School / Event Timing plans	Engineering VRU-32	Implement specific timing plan near schools around school hours or special events	Undetermined	10 locations
Sidewalk Addition / Completion	Engineering VRU-33	Building new sidewalks, especially where there are missing links in a system. In consultation with local municipalities as sidewalks are typically their jurisdiction	65% reduction	10 kilometres
Smart Channels with / without pedestrian crossovers (PXOs)	Engineering VRU-34	Smart channels are a modern design for right turning where the approach angle for vehicles is sharper, slowing speeds and providing a better view of crossing pedestrians	47% reduction	5 locations

APPENDIX 2: Vulnerable Road Users

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
School Zone Speed Reduction	Engineering VRU-35	Use of the new, simpler school speed zone signing based on revised provincial regulation	Undetermined	Pending new school locations
Active Transportation Prioritization Missing Links	Engineering VRU-36	A flexible, rational, data-driven methodology for prioritizing bicycle and pedestrian improvements along existing roads; framework developed to help prioritize missing links in the active transportation network	Undetermined	To be developed
Bicycle-Specific Signal Timing	Engineering VRU-37	Used where there are significant volumes of bicycles and evidence green or amber timing at a traffic signal is not long enough for crossing safely	Undetermined	1 location
Median Treatments (two-stage crossing, etc.)	Engineering VRU-38	Used where long distances make it impractical to cross a wide roadway and pedestrians must have a safe median	46% reduction	1 location in 2028
Multi-Modal Levels of Service (LOS) Analysis	Engineering VRU-39	Attempts to provide more equal use of the roadway system for all types of travel including transit, cycling and walking	Undetermined	Developed
Incorporate Motorcycle Safety into routine roadway inspections and maintenance	Engineering VRU-40	Regularly maintain pavement surface to minimize surface irregularities (e.g., potholes), debris	Undetermined	Incorporate into existing maintenance program
Provide Advance Warning Signs for Motorcyclists	Engineering VRU-41	Provide advance warning signs to alert motorcyclists of reduced traction, irregular roadway surfaces and work zones	Undetermined	Incorporate into existing signage program
Provide Fully Paved Shoulder	Engineering VRU-42	Fully paved shoulders provide motorcyclists space for roadside recovery and breakdowns	Undetermined	Incorporate into resurface / reconstruction projects
Active School Travel	Education / Engagement VRU-43	Education to promote and encourage active school travel with infrastructure enhancements including sidewalk stencils, wayfinding signs and bike racks; infrastructure enhancements can include safety signage, sidewalk stencils and wayfinding signs	14 to 16% reduction	5 locations

APPENDIX 2: Vulnerable Road Users

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Be Safe. Be Seen	Education / Engagement VRU-44	Seniors' safety initiative involving social media messaging and in-person events	9% reduction	1 program
Driving Around Cyclists	Education / Engagement VRU-45	An educational outreach program with specific instruction on avoiding cyclist collisions	9% reduction	1 program
Helmet Education	Education / Engagement VRU-46	An educational outreach program to encourage more cyclists to wear helmets	9% reduction	1 program
Motorcycle Safety in May	Education / Engagement VRU-47	Annual education campaign on social media focused on motorcycle safe driving behaviours; uses Share-the-Road messaging and education	9% reduction	1 program
Operation ABC (Always Be Careful)	Education / Engagement VRU-48	Education and enforcement for getting school-aged children and youth to and from school safely	9% reduction	1 program
Project Lifesaver	Education / Engagement VRU-49	Joint social media and event-based campaign with Metrolinx around level railway crossings across York Region, with events at Toys-R-Us stores with officers from YRP and Metrolinx reading a Thomas the Tank Engine safety book to children	9% reduction	1 program
Road Safety Parachute	Education / Engagement VRU-50	This Parachute resource, provided by York Region Public Health, covers research and best practice interventions in the areas of intersections, aggressive driving, distracted driving and impaired driving	9% reduction	1 program
Stay Alert. Stay Safe	Education / Engagement VRU-51	Traffic safety awareness campaigns to educate public on areas of concern	9% reduction	1 program
Dementia-Friendly Communities Initiative	Education / Engagement VRU-52	The Dementia-Friendly Canada™ project is a partnership between Alzheimer Societies across Canada offering workforce training to support and include people affected by dementia in their communities	Undetermined	1 program
Inclusion, Diversity, Equity, Accessibility (IDEA) Initiative	Education / Engagement VRU-53	This initiative is to develop an advisory group to ensure an IDEA lens is applied to all tactics	Undetermined	1 program
Young Driver Education	Education / Engagement VRU-54	An educational outreach program focused on distracted or impaired (alcohol and drug use) driving in secondary schools	9% reduction	1 program

APPENDIX 2: Vulnerable Road Users

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
PARTY Program (Prevent Alcohol & Risk-Related Trauma in Youth)	Education / Engagement VRU-55	Students hear first-hand experiences about road safety from police officers, paramedics, doctors, a coroner, nurses, the blood and tissue bank, rehabilitation professionals and injury survivors	9% reduction	1 program
Pedestrian / Cyclist Collision Selective Enforcement	Enforcement VRU-56	Police enforcement targeting areas of concern regarding pedestrian safety	Undetermined	1 program
School Bus Stop Arm Cameras	Enforcement VRU-57	Consultation with Ontario government for provision of school bus stop arm camera program	100% reduction	1 program
School Zone Enforcement	Enforcement VRU-58	Police enforcement targeting school zones for parking compliance, stop sign compliance, speeding, etc.	Undetermined	1 program
Seatbelt Enforcement	Enforcement VRU-59	Participation in Ontario Government Seatbelt Enforcement Traffic Campaigns	Undetermined	1 program

APPENDIX 3: Intersections

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
All-Way Stop Control (AWSC)	Engineering INT-01	Convert Minor-Road Stop Control (MRSC) to All-Way Stop Controls (AWSC), which are less efficient but safer	70% reduction	5 locations
Flashing Beacons	Engineering INT-02	Installed at intersections with stop controls to increase visibility	47% reduction	5 locations
High-Friction Pavement	Engineering INT-03	Improved pavement materials (high friction surfacing) at intersections and on specific roadway segments (curves) to reduce collisions due to skidding	48% reduction	5 locations
Intersection / Railway Illumination	Engineering INT-04	Install or upgrade lighting	33% reduction	5 locations
Railway Crossing Review	Engineering INT-05	Identifies the need for pedestrian gates and flashers	Undetermined	10 locations
Roundabouts	Engineering INT-06	Converting stop-controlled intersections to roundabouts	68% reduction	1 location
Sightline Improvements	Engineering INT-07	Keeps pedestrian waiting areas and daylighting triangles free of obstructions; improves drivers' ability to enter an intersection safely	47% reduction	10 locations
Signalization	Engineering INT-08	Changing intersections from stop-controlled to traffic signal-controlled	14% reduction	50 locations
Left-turn lane offset	Engineering INT-09	Revise intersection left-turn lane offset and left-turn signal phases	36% reduction	5 locations
Left-turn signal phases (protected / protected + permissive)	Engineering INT-10	Fully protected left-turn phases at intersections reduces collisions with pedestrians and cyclists	28% reduction	5 locations
Traffic Control Visibility	Engineering INT-11	Addresses the situation where signals and signs are easy to miss or hard to see	3% reduction	5 locations
Added Left-turn lanes	Engineering INT-12	Left-turn lanes, especially in free-flow conditions, reduce rear-end collisions	28% reduction	5 locations
Closing Driveways Close to Intersections	Engineering INT-13	Driveway movements close to intersections, especially traffic signals, should be avoided, as they are a major cause of collisions	Far-side: 25% reduction	1 location

APPENDIX 3: Intersections

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Incorporating Safety into Traffic Impact Studies (TIA)	Engineering INT-14	TIAs should be required to incorporate road safety analysis in their designs and show that the best alternatives have been chosen to minimize risk	Undetermined	1 location
Incorporating Safety into Design, and Operational Analysis	Engineering INT-15	Municipal roadway design and operational analyses should automatically incorporate safety	Undetermined	1 location
Left-turn Traffic Calming	Engineering INT-16	Modifying median island, typically at a signalized intersection, to reduce turning radius, slowing traffic	18% reduction	5 locations
Access Management (intersection and midblock)	Engineering INT-17	Managing driveways on a roadway; the fewer the number and the better managed they are with turn slots or bike crossings, the safer for everyone	Undetermined	Developed
Reduce Speeds at approaches to intersections	Engineering INT-18	Speed reduction in the vicinity of major intersections will reduce frequency and severity of all collisions	7% reduction	5 locations
Roundabout Feasibility A	Engineering INT-19	Roundabouts should always be considered as an alternative to signalization; while there are many restrictions limiting the applicability, at least a high-level systemic review	Undetermined	5 locations
Systemic Intersection Improvements near schools and universities	Engineering INT-20	School zones should be considered in a systemic fashion, combining several of the tools noted in this list	9% reduction (FI)	5 locations
Turn Prohibition (full or part-time)	Engineering INT-21	A full-time or part-time turn prohibition may be appropriate where congestion is causing collisions (and care should be taken not to simply relocate the problem elsewhere)	Undetermined	5 locations

APPENDIX 4: Aggressive Driving

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
In-road Flexible Speed Signs	Engineering AGG-01	Located between travelled lanes, these signs narrow lanes to make drivers slow down	15% reduction	1 location
Median Treatment—continuous physical median	Engineering AGG-02	Installation of centre median to prevent cross-median crashes in urban areas and to restrict access	71% reduction	1 location
Radar Speed Boards	Engineering AGG-03	Relay exact travel speeds to drivers, encouraging compliance with posted speed limits	5% reduction	10 locations
Urban Shoulders	Engineering AGG-04	Pavement marking application to minimize driving on shoulders, creates buffer from curb and narrows lane width	7% reduction	10 kilometres
Automated Speed Enforcement (ASE)	Engineering AGG-05	Implementation following consultation and approval by the Ontario government; applicable to Community Safety Zones and school zones	48% reduction	60 cameras (20 cameras in each of 2024, 2025, 2026)
Congestion Management plan	Engineering AGG-06	Actions that improve safety, such as incident and event response, bicycle facilities expansion and traveller information systems	Undetermined	To be developed
Dragon's Teeth	Engineering AGG-07	Triangular road markings perpendicular to the edge of the roadway, often used at gateways to give the effect of the road narrowing (encourages drivers to slow down)	7% reduction	5 locations (1 location / year)
Increased Fines	Engineering AGG-08	Lobby the Ontario government to increase fines and penalties for moving vehicle charges	Undetermined	1 location
Red Light Camera (RLC)	Engineering AGG-09	Automated enforcement of signal violation at intersections; reduces intentional red light running behaviours (frequency of rear-end collisions might increase)	21% reduction	15 cameras in 2024
Road Design	Engineering AGG-10	Redesigning roadways by reallocating space to different transportation modes for improved safety	37% reduction	5 kilometres
School Zones, Community Safety Zones	Engineering AGG-11	Implement additional Community Safety Zones or school zones, as appropriate (with lower speeds, higher fines, etc.)	7% reduction	Pending new school locations
Vehicle Restriction / Diversion Measures	Engineering AGG-12	Restriction of certain travel movements if they are causing unsafe conditions for pedestrians, cyclists or other road users	Undetermined	5 locations

APPENDIX 4: Aggressive Driving

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Project S_PACE (Leave Space and Slow your Pace)	Education / Engagement AGG-13	Annual Road Safety Social Media Campaign and Enforcement Project, formerly called Slow Down Move Over	9% reduction	Expand existing program
School Area review (Safe Neighbourhoods)	Education / Engagement AGG-14	Collaboration with schools to review concerns	Undetermined	1 program
Aircraft Enforcement	Enforcement AGG-15	Aircraft enforcement sign and pavement marking; show maximum penalty for stunt driving	Undetermined	Expand existing program
Project E.R.A.S.E. (Eliminate Racing Activity On Streets Everywhere)	Enforcement AGG-16	An awareness and enforcement campaign, operated jointly by police services across Ontario in partnership with the Ontario government, focused on street racing, stunt driving and modified, unsafe vehicles	9% reduction	1 program
ROAD WATCH	Enforcement AGG-17	Neighbourhood driven program for observing inappropriate driving behaviour; upgrades are suggested to streamline reporting process and make it more accessible to the public	Undetermined	Expand existing program
Speed Enforcement	Enforcement AGG-18	Development and delivery of a targeted enforcement program	Undetermined	Expand existing program
Unmarked Enforcement Targeting Aggressive Driving	Enforcement AGG-19	Enforcement of distracted driving laws using unmarked police vehicles	Undetermined	Expand existing program
Priority Location / Time Enforcement Targeting Aggressive Driving	Enforcement AGG-20	Selective enforcement based on demonstrated patterns of distracted driving	Undetermined	Expand existing program

APPENDIX 5: Distracted Driving

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Rumble Strips	Engineering DIS-01	Texturing pavement, either parallel or perpendicular to the direction of vehicle travel, that make noise and vibrations to alert drivers to slow, stop or other changes ahead	44% reduction	1 segment
Slow vehicle crossing warning systems	Engineering DIS-02	Alert drivers to possibility of a slow-moving vehicle crossing or moving adjacent to the travelled lane	Undetermined	Expand existing program
Autonomous vehicles readiness	Engineering DIS-03	Preparation for the use of autonomous vehicles means changes to the roadway system, including markings, signs and electronic infrastructure (new standards are already being prepared)	Undetermined	1 location
Guide rail upgrades	Engineering DIS-04	Treatments should be updated to the latest Manual for Assessing Safety Hardware (MASH) standards	Undetermined	10 kilometres
Enhanced pavement markings	Engineering DIS-05	Advanced road surface markings that use highly visible and durable materials, such as reflective paints or thermoplastics, to provide improved visibility and guidance for drivers	11% reduction	10 kilometres
Project Heads Up	Education / Engagement DIS-06	Officers observing and enforcing drivers use of hand-held devices and other distracted driving offences	9% reduction	1 program
Unmarked enforcement targeting distracted driving	Enforcement DIS-07	Enforcement of hand-held devices and other distracted driving using unmarked police vehicles	Undetermined	Expand existing program
Priority location / time enforcement targeting distracted driving	Enforcement DIS-08	Selective enforcement based on demonstrated patterns of distracted driving	Undetermined	1 program

APPENDIX 6: Impaired Driving

Countermeasure	Type	Description	Potential for Safety Improvement	5-year Implementation Plan
Alcohol and Drugs Youth Programs	Education / Engagement IMP-01	York Region Public Health nurses (PHNs) provide presentations to high schools on safer parties and cannabis and alcohol use, and a component includes impaired driving. PHNs employ a trainer model where possible and support various committees including SAID DAY, Ontario Students Against Impaired Driving (OSAID), Arrive Alive conference, and participate in other networks.	Undetermined	Expand the existing program
Project Four—Mandatory Approved Screening (MAS)	Enforcement IMP-02	Initiative to conduct mandatory approved screening to drivers exiting golf courses	Undetermined	Expand existing program
Project R.I.D.E. (Reduce Impaired Driving Everywhere)	Enforcement IMP-03	Year-round program with increased presence during festive seasons	9% reduction	Expand existing program
Drug Recognition Expert Training	Enforcement IMP-04	Specialized training for police officers to recognize drug impairment	Undetermined	1 program
Impaired Driver Detection vehicle	Enforcement IMP-05	New technology to prevent impaired driving: for example, not allowing vehicles to start if impaired drivers are detected	Undetermined	1 literature review
Priority location / time enforcement	Enforcement IMP-06	Selective enforcement based on demonstrated patterns of distracted driving	Undetermined	Expand existing program
Weed Out the Risk	Education / Engagement IMP-07	Educational program targeting Grades 9 to 12 on drug impairment dangers. Provides knowledge at varying levels and periods within the calendar year. Emphasis on Grades 9 and 10 in the fall to impact newest student population as they enter high school. Targets Grades 11 and 12 in the spring as many prepare to leave high school and enter employment or post-secondary education	13% reduction	1 program
Transit program “Denzo”	Education / Engagement IMP-08	Driver health monitoring for distraction and fatigue of bus drivers	Undetermined	1 program



2024
YEAR ONE



Public Works

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AGENDA 2.1**MARKHAM PUBLIC LIBRARY BOARD****Regular Meeting****Minutes of First Meeting held on Monday, January 29, 2024 7:02 p.m. Virtual Meeting**

Present from Board:

Ms. Margaret McGrory, Chair
 Mr. Edward Choi, Vice-Chair
 Mr. Michael Armes
 Deputy Mayor Michael Chan
 Mr. Raymond Chan
 Mr. Robin Choy
 Mr. Steve Hsu
 Councillor Ritch Lau
 Mr. Harout Manougian
 Ms. Winnie Phung
 Ms. Jenny Tung
 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. Michelle Sawh, Director, Administration & Operational Support
 Ms. Debbie Walker, Director, Library Strategy & Planning
 Ms. Megan Garza, Senior Manager, Organizational Transformation
 Mrs. Anthea Baillie, Manager, Collections & Technical Services
 Ms. Naveen Malik, Collections Strategist
 Mr. Ken Cheung, Manager Angus Glen Branch
 Mr. David Zambrano, Manager of Library Systems & Virtual Branch
 Mrs. Susan Price, Board Secretary

1.0 Call to Order/Approval of Agenda

Mrs. Catherine Biss, CEO called the meeting to order at 7:02 p.m.

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

AGENDA 2.1

Resolved that the agenda be approved.

Carried.

1.1 Election of Board Chair and Vice-Chair:

The CEO invited nominations for the position of Chair.

Mr. Edward Choi nominated Ms. Margaret McGrory for the position of Chair.

Ms. Margaret McGrory accepted the nomination.

Ms. Jenny Tung seconded the nomination.

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

Moved by: Mr. Ken Wightman

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 2025.

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. Edward Choi accepted the nomination.

Mr. Jay Xie 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. Ken Wightman

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 2025.

Carried.

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

Moved by Deputy Mayor Michael Chan

Seconded by Mr. Harout Manougian

AGENDA 2.1

Resolved that the election of Ms. Margaret McGrory to the position of Chair held at the First Meeting January 29, 2024 be confirmed and that Ms. Margaret McGrory be appointed as Chair for the term ending January 2025.

And that the election of Mr. Edward Choi to the position of Vice-Chair held at the First Meeting January 29, 2024 be confirmed and that Mr. Edward Choi be appointed as Vice-Chair for the term ending January 2025.

Carried.

The Chair, Ms. Margaret McGrory presided over the remainder of the meeting starting at 7:08 p.m.

Ms. McGrory thanked the Board for their continued support.

Mr. Choi thanked the Board and looks forward to working together to represent the Board.

1.3 Declaration of Conflict of Pecuniary Interest

None.

1.4 Delegation

None.

1.5 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 Directors to introduce any staff members present.

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

AGENDA 2.1

Further to comments at the October 2023 Board meeting, the link to the MPL Board meetings is on the MPL website and also the City of Markham website under Markham Public Library.

Also further to the October 2023 Board meeting with regard to the communication of pertinent media coverage received after the Board package has been distributed and before the Board meeting, staff will inform the Chair and the Vice-Chair and at the discretion of the Chair will be forwarded to the entire Board.

Reminder that the EL-Monitoring Schedule is in the package. If a Board member has any issues with their assignments please let the Board Secretary know so that adjustments can be made.

Questionnaire: “The Board and The CEO” is an important one for the CEO Performance review in March so please complete as per the e-mail sent today.

In order to accommodate our guest staff attendees we will move Education Item Agenda 10.1 “Collections, Strategy, Processes and Policies” ahead and following my remarks.

There is an In camera meeting this evening- a reminder that these meeting are strictly confidential and that Board members should ensure they are in a private location or wearing headphones.

On behalf of the Board, Ms. McGrory formally recognized the sudden passing of Chi-Wei (Kiwi) Wu, who was the Library’s Systems Librarian. The Board sends sincere condolences to his family.

10.0 **Education: This Item was moved ahead to accommodate guest staff**

10.1 **Collections, Strategy, Processes and Policies**

Staff gave a comprehensive overview of this Education topic under the following headings.

Part 1: Collections at MPL

Part 2: Evidence Based Decisions in Collection Development

Part 3: Measures of Success

Part 4: Direct Customer Input

There was discussion and questions including how to suggest a purchase, ordering timelines, looking at trends, and donating books to the Library. The presentation was sent to Board members following the meeting.

AGENDA 2.1

Moved by Mr. Edward Choi
 Seconded by Mr. Harout Manougian.

Resolved that the Board receives the Board Education Presentation entitled “Collections, Strategy, Processes and Policies.”

Carried.

2.0 **Approval of Minutes:**

2.1 Library Board Minutes November 27, 2023

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

Resolved that the minutes of the November 27, 2023 Library Board Meeting be confirmed.

Carried.

2.2 **Consent Agenda:**

Moved by Ms. Jenny Tung
 Seconded by Mr. Kenneth Wightman

Resolved that the Consent Agenda comprising Agenda items 2.2 to 2.4.1 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

2.3 Declaration of Due Diligence by the CEO

2.4 Communication and Correspondence:

2.4.1 YorkRegion.com: Unique children’s art exhibition on display at Markham’s Angus Glen Community Library
https://www.yorkregion.com/things-to-do/unique-children-s-art-exhibition-on-display-at-markham-s-angus-glen-community-library/article_8ec5e3a4-9074-5271-985a-773046625a4a.html

Carried.

AGENDA 2.1

3.0 **CEO's Highlights:**

The Chair asked the CEO to comment on the Highlights, Mrs. Biss noted the following:

- **Celebrating Culture and Identity:** Staff has developed a policy to address how the Library recognizes Federal and Provincial designated cultural heritage or identity months
- **Anti-Islamophobia Training:** In addition to Unconscious Bias, Truth and Reconciliation, and Anti-Black Racism, MPL management has completed this training which will be rolled out to all staff over the next month.
- **Member Engagement Strategy:** As part of MPL's continued post-pandemic recovery efforts, the Directors of Service Excellence and Community Engagement are implementing a strategy in 2024 that seeks to (re) engage library users by addressing several trends affecting library usage.
- **RFID Technology:** Staff provided clarification in response to a concern.
- **Gen Z and Millennial:** How they use public libraries and identify through social media use.
- **Facility Planning:** Specifically, Langstaff West Community Spaces- Condor Properties Ltd., Langstaff East, and Upper Markham Village
- **Board Statistical Report,** which outlines Key Performance Indicators (KPIs) from January to December 2023.

Lots of discussion and clarifications, concerns over ITS training for staff specifically "Phishing" emails.

Moved by Deputy Mayor Michael Chan
Seconded by Ms. Gail Vlahopoulos

Resolved that the report entitled "CEO's Highlight's January 2024" be received.

Carried.

3.1 **Markham Centre Update, January, 2024**-Deferred to March

4.0 **Annual Monthly Policy Review:**

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

AGENDA 2.1

The Chair gave a brief review of the process and timing for the CEO Performance review. The Board requested that Ms. McGrory prepare a DRAFT version that she will send out to the Board to be discussed at the March In Camera meeting.

Moved by Mr. Ken Wightman
Seconded by Ms. Jenny Tung

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

Carried.

5.0 **Internal Monitoring Reports:**

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

5.1 **Executive Limitations/Internal Monitoring Reports Schedule 2024**

Moved by Mr. Edward Choi
Seconded by Mr. Harout Manougian

Resolved that the “Executive Limitations/Internal Monitoring Reports Schedule 2024” be received.

Carried.

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

(Assigned to Mr. Steve Hsu)

Mr. Hsu advised the Board that he reviewed the report and certified it to be complete and compliant.

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 Mr. Steve Hsu
Seconded by Mr. Harout Manougian

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

AGENDA 2.1

Carried.

6.0 **Ends:**

6.1 **Annual Ends Report 2023**

Staff informed the Board that this report is issued in order to assess the performance of the Library and the CEO; it contains the status of 2023 Board Ends.

There were some clarifications.

Moved by	Mr. Raymond Chan
Seconded by	Mr. Harout Manougian

Resolved that the Annual Ends Report be received.

Carried.

6.2 **Ends Progress Update**

The purpose of this report is to update the Board regarding key strategic achievements in 2023 and to inform the Board of the preliminary work plan for 2024. 2024 will be a strategic transition year for MPL as both the Board Ends and the City's BMFT Strategic Plan will be updated.

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

Resolved the report "Ends Progress Update" be received.

Carried.

7.0 **Governance:**

7.1 **Update from OLS-Margaret McGrory:** None this month.

7.2 **Resignation of Ms. Lisa Tomjenovic from the Markham Public Library Board**

Moved by	Mr. Harout Manougian
Seconded by	Mr. Kenneth Wightman

AGENDA 2.1

Resolved that the resignation of Ms. Lisa Tomjenovic from the Markham Public Library Board effective January 9, 2024 be received,

And that the Board will continue with fourteen Members.

Carried.

7.3 Discussion for Upcoming Governance Coach Workshop: February 3, 2024

Board members were encouraged to provide their input in advance and attend the workshop if possible.

8.0 Ownership Linkage:

8.1 Input from Board Members

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

9.0 Board Advocacy:

9.1 Markham Public Library Board 2024 Annual Agenda

Moved by Mr. Raymond Chan
Seconded by Mr. Kenneth Wightman

Resolved that the report “Markham Public Library Board 2024 Annual Agenda” be received.

Carried.

10.0 Education:

Moved ahead following Agenda 1.5.

11.0 Incidental Information:

11.1 Board Meeting Attendance Records, 2023

Moved by Mr. Harout Manougian
Seconded by Ms. Winnie Phung

Resolved that the “Board Meeting Attendance Records, January to May 2023 and June to November 2023” be received.

Carried.

11.2 Board Meetings Venue Discussion 2024

AGENDA 2.1

Moved by Mr. Harout Manougian
Seconded by Ms. Jenny Tung

Resolved that the Board adopt the alternative proposal for Board meetings as follows: In-person: September, October, May and June, and virtually by ZOOM: November, January, March and April.

Carried.

12.0 **New Business:**
(none)

13.0 **Board Evaluation:**
13.1 **Questionnaire: The Board and the CEO**

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

14.0 **In Camera Agenda :**
14.1 **To Discuss a Confidential Matter**

Moved by Ms. Gail Vlahopoulos
Seconded by Councillor Ritch Lau

Resolved that the Board meet in Camera at 8:54 p.m. to discuss a confidential matter.

Carried.

The Board returned to its regular meeting at 9:23 p.m.

Moved by Mr. Kenneth Wightman
Seconded by Mr. Raymond Chan

Resolved that the motions approved In Camera be ratified.

Carried.

Moved by Ms. Gail Vlahopoulos
Seconded by Mr. Harout Manougian

Resolved that the motions approved at the Special In Camera meeting held November 27, 2023 be ratified.

AGENDA 2.1

Carried.

15.0 **Adjournment**

Moved by Mr. Edward Choi that the meeting be adjourned at 9:24 p.m.



Report to: General Committee

Meeting Date: April 16, 2024

SUBJECT: Award of RFP 009-R-24 Consulting Services for CIPP Watermain Rehabilitation Design

PREPARED BY: Prathapan Kumar, Senior Manager - Infrastructure,
Environmental Services, Ext. 2989
Flora Chan, Senior Buyer, Ext. 3189

RECOMMENDATION:

- 1) That the report entitled “Award of RFP 009-R-24 Consulting Services for CIPP Watermain Rehabilitation Design” be received; and,
- 2) That Contract 009-R-24 Consulting Services for CIPP Watermain Rehabilitation detailed design be awarded to the highest ranked / lowest priced Bidder, Accardi Schaeffers & Associates Ltd. in the amount of \$308,827.35, inclusive of HST; and,
- 3) That a 10% contingency in the amount of \$30,882.74 inclusive of HST, be established to cover any additional designs 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 award for detailed design services in the amount of \$339,710.09 (\$308,827.35 + \$30,882.74) be funded from the account 053-6150-24262-005 “CI Watermain Rehabilitation Design”, with an available budget of \$466,600; and,
- 5) That remaining funding of \$126,889.91 (\$466,600.00 less \$339,710.09) be returned to the original funding source; and
- 6) That the contract administration services (inclusive of 10% contingency) be awarded to Accardi Schaeffers & Associates Ltd in the amount of \$362,959.20 subject to Council adoption of the 2025 capital budget request; and
- 7) That the future Purchase Order for contract administration be updated to reflect the actual construction time required based on the final design; and
- 8) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

Not Applicable

PURPOSE:

To obtain approval to award the contract for consulting engineering services (Design and Contract Administration) to reline the existing iron watermain using the Cured In Place Pipe (CIPP) method.

BACKGROUND:

The replacement/ rehabilitation of existing iron watermain is consistent with the City's strategy to upgrade aged and deficient watermain to improve supply capacity and reliability. Rehabilitating old ductile iron watermain will also offer improved reliability (less risk of breaks) as well as improve water quality and flows for domestic and fire demand. The rehabilitated ductile iron watermain will have an extended service life of 50 years.

The scope of work includes, but is not limited to the following:

- Background Review and Data Collection
- Topographic Survey
- Sub Surface Utility Engineering Survey
- Geotechnical Investigation
- Tree Assessment
- Preliminary Design and Cost Estimates
- Detailed Design and Cost Estimates
- Preparation of Tender Documents
- Contract Administration

Project TimeLine:

- Design completion by Nov 2024
- Construction between April - Nov 2025

BID INFORMATION:

Bids closed on	March 29, 2024
Number picking up bid documents	5
Number responding to bid	2

PROPOSAL EVALUATION:

The two-staged evaluation was based on pre-determined criteria as detailed in the Request for Proposal: 20% for experience/past performance, 20% for qualification and experience of the project manager and team, 30% for project delivery, and 30% for price, totaling 100%.

Bidder	Score
Accardi Schaeffers & Associates Ltd.	94.6

The recommended consultant, Accardi Schaeffers & Associates Ltd., demonstrated a good understanding of the project, had an acceptable qualified project team and illustrated a satisfactory plan and methodology for the project.

FINANCIAL CONSIDERATIONS

Recommended bidder	Accardi Schaeffers & Associates Ltd (Highest ranked / lowest priced bidder)	
Current budget available	\$ 466,600.00	053-6150-24262-005 CI Watermain Rehabilitation Design
Less cost of award	\$ 308,827.35 <u>\$ 30,882.74</u> \$ 339,710.09 \$ 329,962.91 <u>\$ 32,996.29</u> \$ 362,959.20 \$ 702,669.29	Cost of Award for Design* Contingency (10%) Total for Design (inclusive of HST) Cost of Award for Contract Administration (CA)** Contingency (10%) Total for Contract Administration (inclusive of HST) Total Award
Budget remaining after design award	\$ 126,889.91	*** (\$466,600.00 - \$339,710.09)

*The cost of award includes a cash allowance of \$14,000.00 for tree assessment and Region of York Road Occupancy fees.

**The award of contract administration (CA) is subject to Council adoption of the 2025 budget. The cost estimate for CA service is based on an estimated construction period of 40 weeks. The construction period may change subject to detailed design and therefore the purchase order for CA services may need to be adjusted.

***The remaining budget in project #24262 “CI Watermain Rehabilitation Design” in the amount of \$126,889.91 will be returned to original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT:

This project is a capital project funded from the Life Cycle Reserve. The 2024 Life Cycle study will be updated to reflect the updated costs upon completion of the design. As this is a capital project, there is no incremental impact to the operating budget.

ENVIRONMENTAL CONSIDERATIONS:

The consultant will oversee the construction contract and review, monitor and ensure compliance with contractor environmental submissions. Additionally, they will maintain environmental compliance records complying with environmental statutes and regulations

ALIGNMENT WITH STRATEGIC PRIORITIES:

The proposed iron watermain rehabilitation is aligned with City’s goal to provide better quality services to the public and is consistent with the Building Markham’s Future Together strategic priority on the “Growth Management” and “Environment” as it considers sustainability on the built environment.

BUSINESS UNITS CONSULTED AND AFFECTED:

Finance department has been consulted and their comments have been incorporated.

HUMAN RESOURCES CONSIDERATIONS

Not Applicable.

RECOMMENDED BY:

Eddy Wu, Director
Environmental Services

Morgan Jones, Commissioner
Community Service

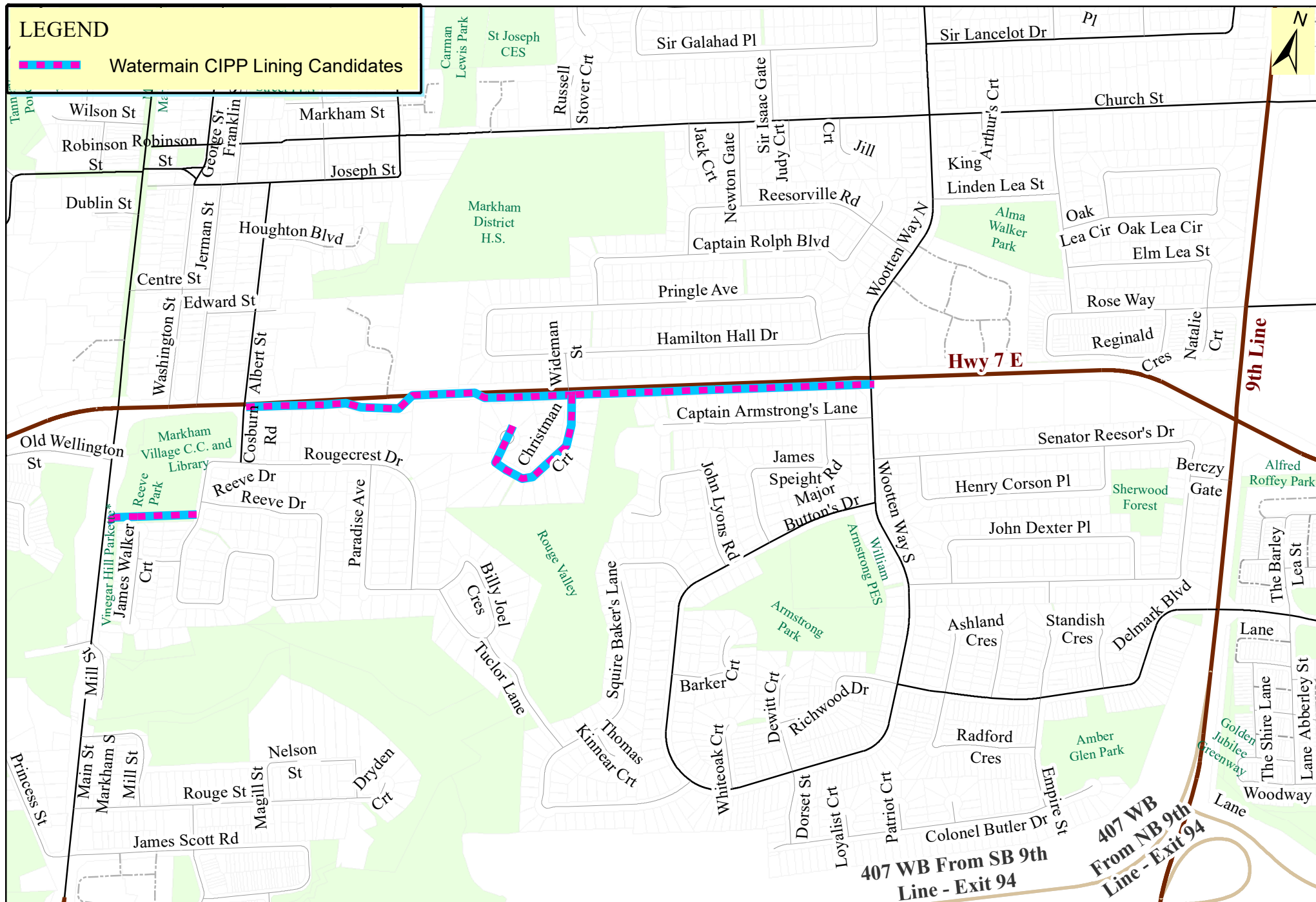
ATTACHMENTS:

Attachment A – Location Map


THE CORPORATION OF THE CITY OF MARKHAM

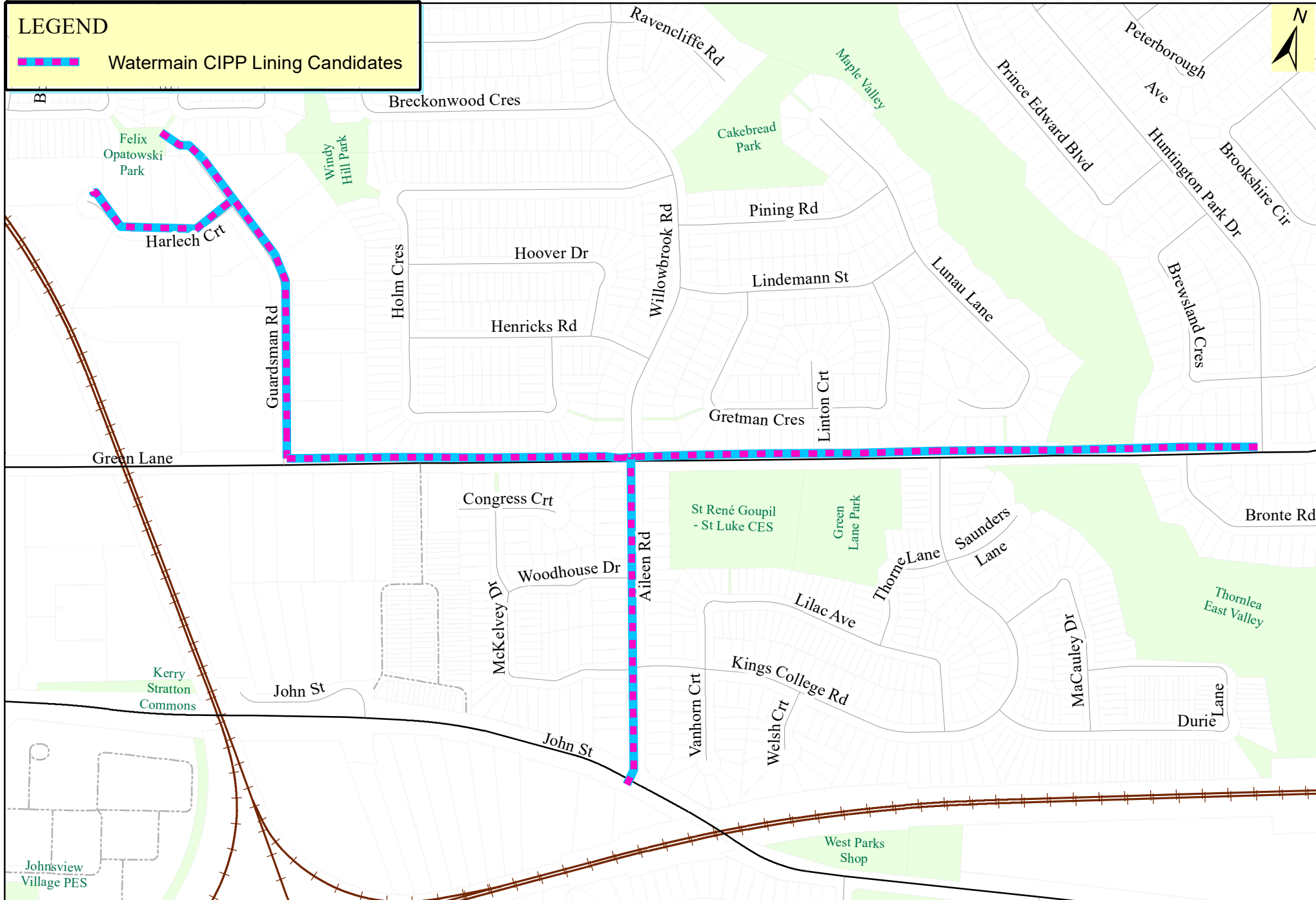
Attachment B

Watermain Rehabilitation - Location Map



LEGEND

 Watermain CIPP Lining Candidates





Report to: General Committee

Meeting Date: April 16, 2024

SUBJECT: 059-S-24 Supply & Delivery of Two (2) Single Axle Trucks and One (1) Tandem Axle Truck

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

RECOMMENDATION:

- 1) That the report entitled “059-S-24 Supply & Delivery of Two Single Axle Trucks and One Tandem Axle Truck” be received; and,
- 2) That the contracts for the supply and delivery of two single axle trucks be awarded as follows:
 - a) Supply and delivery of two trucks and chassis to Premier Truck Group in the amount of \$314,439.44 inclusive of HST; and,
 - b) Supply, installation, delivery and upfit of the winter control equipment on these two trucks and chassis to Viking Cives in the amount of \$413,420.35 inclusive of HST; and,
 - c) That the total award amount for two trucks of \$727,859.79 (\$314,439.44 + \$413,420.35) inclusive of HST be funded from capital project #23020 (057-6150-23470-005 Corporate Fleet Replacement – Non-Fire) with available budget of \$582,400; and,
- 3) That the budget shortfall for the single axle trucks (project #23020) in the amount of \$145,459.79 (\$582,400.00 - \$727,859.79) be funded from the Life Cycle Replacement and Capital Reserve Fund; and,
- 4) 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 to Premier Truck Group in the amount of \$207,171.66 inclusive of HST; and,
 - b) Supply, installation, delivery and upfit of the winter control equipment on this truck and chassis to Viking Cives in the amount of \$213,075.26, inclusive of HST; and,
 - c) That the total award amount of \$420,246.93 (\$207,171.66 + \$213,075.26) inclusive of HST be funded from capital project #24230 (057-6150-24230-005 Corporate Fleet Replacement – Non-Fire) with available budget of \$428,402.75; and,
- 5) That the budget remaining for the tandem axle truck (project #24230) in the amount of \$8,155.82 (\$428,402.75 - \$420,246.93) be returned to the original funding source; and,
- 6) That the tendering process be waived in accordance with Purchasing By-Law 2017-18, Part II, Section 11.1 (f) where, for any reason, a Quotation issued by the City does not result in a successful Contract Award; and further,

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

PURPOSE:

The purpose of this report is to obtain Council approval to award the contract for two single axle trucks and one tandem axle truck complete with plow, wing and combination dump/spreader.

BACKGROUND:

In June 2023, the City issued Request for Tender (RFT) 047-T-23 for the supply and delivery of two single axle trucks complete with plow, wing and combination dump/spreader. These trucks will be used for both summer and winter maintenance operations. The tender requested the combined truck and chassis to be supplied and delivered from a single vendor.

The tender closed on July 10, 2023 with only one bid received. Based on the results of the RFT, there are still ongoing challenges in the automotive industry with availability and pricing. The sole bid received was 38.5% (or \$224,235.24) over the City's budget. The tender was subsequently cancelled due to budget constraints.

OPTIONS/ DISCUSSION:

Following the cancellation of the tender, Procurement and Fleet made the conscious decision to review the procurement strategy and are recommending to purchase the truck/chassis and upfit the winter control equipment separately from different vendors to mitigate budget shortfall. While this process is time consuming, in the past the City has been successful in attaining lower cost when managing the process through various manufacturers.

Additionally, during the review, a scope change was approved to convert a third single axle plow truck (originally scheduled for replacement in 2023) to a tandem axle plow truck. This would allow the truck to cover a longer route in winter operations without returning to the yard for refilling, as well as using the truck to carry a heavier haul during summer maintenance operations.

Single axle truck

As noted above, the City issued a tender to the market in June 2023 and at that time, the sole bidder was \$224,235.24 over budget. The most common method of procurement is to award to a single vendor to oversee the entire build process of the trucks, thus resulting in additional administrative and/or mark-up costs. Due to the significant budget variance in the 2023 tender, Procurement and Fleet reviewed other options to minimize the budget impact.

As per this report, the recommended approach is to award two separate contracts (1. Build the truck and chassis then ship to Markham. 2. Markham will ship the truck and chassis to the next vendor for upfit with the winter control equipment. Then the completed unit will be shipped back to the City). Fleet will oversee the process of the

build, and by doing this, the City is able to reduce the cost from the June 2023 tender price by \$78,775.45 (\$39,387.72 per vehicle) and reducing the budget shortfall from \$224,235.24 to \$145,459.79.

Tandem axle truck

The tandem axle truck (based on the approved scope change identified above) from the 2024 capital project was also added to the purchase to leverage the City's volume and to achieve similar cost savings utilizing this procurement strategy.

The truck market is still recovering from the previous supply chain disruption, so production and parts supply are still behind schedule. Because of the surge in the cost of parts (such as engines, transmissions, axles, and raw materials), the price of heavy duty trucks has risen by 65%. By leveraging these units together and utilizing Fleet as the primary liaison between both vendors, the City is receiving pricing for a tandem axle truck to the similar costs we received in 2023 for a single axle truck.

Fleet will handle project management rather than vehicle dealerships, including detail specifications design and option selection, as well as truck transportation arrangements between manufacturer sites.

The units being replaced (#1272, 1273 and 1274) will be sold upon delivery of the new units in accordance with the Purchasing By-Law 2017-8, Part V, Disposal of Personal Property. Proceeds will be posted to account 890 890 9305 (Proceeds from the Sale of Other Fixed Assets).

FINANCIAL CONSIDERATIONS

Account Name	Account #	Budget Allocated for this Purchase	Cost of Award	Budget Remaining/Shortfall
Corporate Fleet Replacement - Non Fire	057-6150-23470-005	\$ 582,400.00	\$ 727,859.79	\$ (145,459.79)
Corporate Fleet Replacement - Non Fire	057-6150-24230-005	\$ 428,402.75	\$ 420,246.93	\$ 8,155.82
Totals:		\$ 1,010,802.75	\$ 1,148,106.72	\$ (137,303.97)

Budget Shortfall

Staff recommend that the shortfall in project #23270 in the amount of \$145,459.79 (or 25% of the budget) be funded from the Life Cycle Replacement Reserve. As these vehicles are critical to the City's winter operations, it is important that there is no further delay in the purchase of the replacements.

OPERATING & LIFE CYCLE IMPACT

These are 2023 and 2024 Capital Projects funded from the Life Cycle. The next update of the Life Cycle will include the updated pricing for these vehicles. As these are capital projects, there is no incremental Operating Budget impact.

PEOPLE SERVICES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not applicable

BUSINESS UNITS CONSULTED AND AFFECTED:

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

RECOMMENDED BY:

Alice Lam, Director
Operations

Morgan Jones, Commissioner
Community Services

ATTACHMENTS:

Not applicable



Report to: General Committee

Meeting Date: February 27, 2024

SUBJECT: Operational Transition of the Victoria Square Community Centre to the City of Markham – Recreation Services

PREPARED BY: Kerry Wakefield – Community Recreation Manager – North Area

RECOMMENDATION:

- 1) That the report entitled “Operational Transition of the Victoria Square Community Centre to the City of Markham – Recreation Services” be received;
- 2) That the transfer of the management of the Victoria Square Community Centre to the City of Markham – Recreation Services be approved;
- 3) That the Victoria Square Community Centre Board be dissolved, and that Council extend its sincere thanks to all Victoria Square Community Centre Board members, past and present, for the unwavering commitment they have demonstrated towards ensuring the community centre’s smooth operation; and
- 4) 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 for the City of Markham - Recreation Services to take on the management responsibilities of the Victoria Square Community Centre (“VSCC”), a facility currently managed by a Community Centre Board, comprised of community volunteers and the Ward 2 Councillor.

BACKGROUND:

VSCC, one of the City of Markham's five satellite community centers established under the *Community Recreation Centres Act* R.S.O 1990 (the “Act”), is presently managed by a Community Centre Board established as a "committee of management" under the Act, and continued as a local board under the *Municipal Act, R.S.O. 1990*.

Located in the hamlet of Victoria Square near Woodbine Avenue and Elgin Mills Road, the VSCC originated from a former mess hall owned by Stephen Roman in Elliot Lake, Ontario, dating back to 1966. It was then re-located to Markham to be used as a community centre.

The VSCC contains two multi-purpose rooms and a kitchen. The larger room is approximately 2,200 square feet with a capacity of 150 and a stage for performances, while the smaller room is 1,120 square feet with a capacity of 60 people and ideal for meetings and smaller activities. There is also a kitchen in the facility with three warming ovens, a refrigerator, and a food preparation area.

Today, the VSCC is used for community rentals, Sunday church service and community organization programs. The use of the facility has significantly decreased since the Covid-19 pandemic. The property on which the VSCC is located is owned by the City of Markham, and includes a children's playground and two baseball diamonds. The park is also home to one of the City of Markham's outdoor ice rinks.

Operational responsibilities of the VSCC currently rest with the Community Centre Board, while capital upgrades are managed jointly with Sustainability and Asset Management (subject to Council approval). Capital projects are reviewed individually and the financial split is determined based on each individual project. The Community Centre Board is comprised of the Ward 2 Councillor and community volunteers, often with significant historical ties to the surrounding community. Due to the Covid-19 pandemic, facility usage has decreased significantly.

The 2019 Integrated Leisure Master Plan (ILMP) identified the Victoria Square community to be an area that requires access to recreation. It noted that a feasibility study should be conducted to "consider facility renewal and expansion to accommodate meeting and multi-use space." (ILMP 2019). As a result, City Staff have worked with the Victoria Square Community Centre Board to develop further recreation opportunities, including the expansion of summer camp programming and evening programs for children.

The City of Markham has identified that there will be significant growth over the next decade. The north-west portion of Markham, including north of the Angus Glen Community Centre and the Victoria Square community, will convert from farm land to housing and employment lands. The proposed development is to accommodate approximately 45,000 residents and 16,000 to 18,000 jobs by 2031. (ILMP 2019) The 2019 Integrated Leisure Master Plan notes that the Angus Glen Community Centre is unable to accommodate the significant growth that will occur and, therefore, identifies that another major community centre will be necessary. Within the ILMP, VSCC is recommended as a possible location for a new multi-use community centre to service residents and provide recreation and library opportunities.

As VSCC has a large space for rentals and programming as well as a smaller space, it makes it an optimal location for further access to the community. The use of larger multi-purpose spaces is common in City of Markham community centres. Larger rooms in the "north" area of Recreation Services are used the most often. The use of the facility at Victoria Square increases the ability to host programs, camps, senior services and rentals.

Since Covid-19, the Victoria Square Community Centre Board has diminished significantly in size, with only three community members remaining (in addition to the Ward 2 Councillor). City Staff provide some support to the Board with regards to minor repair work, and providing guidance for day to day operations.

OPTIONS/ DISCUSSION:

In January 2019, a meeting was held with Ruth Brock, then Chair of the Victoria Square Community Centre Board, to address the long-term viability of the Board structure. Ruth, who passed away in early 2020, expressed the Board's desire to collaborate with the City on supporting Victoria Square activities, with eventual full operations transitioning to the City within a three to five-year timeframe.

On April 11, 2019, City Staff made a presentation to the Victoria Square Community Centre Board regarding recognized and planned development within the community, the identification of the site in the ILMP, and thoughts regarding transitioning management of the VSCC to the City. The presentation was supported by the Board, with the first steps being that the City would have access to the facility, to provide community programming that utilize the City's staffing structure and program standards and applying costing that aligns with City's Fee Bylaw. Councillor Ho, Ward 2 Councillor at the time, also supported this initiative, expressing community demand for access to the VSCC. The presentation was unanimously supported by the Board, and led to a successful 2019 summer camps program being offered at the VSCC.

Recognizing community growth and Board changes during the Covid-19 pandemic, the Board now favors an immediate transition of operations to the City. During the May 2023 meeting of the Board, transitioning management of the VSCC to the City and dissolution of the Board was discussed and unanimously supported by the Board.

Recreation Staff who manage the Angus Glen Community Centre currently manage the operations of multiple satellite community spaces in the Unionville and Angus Glen area, including Crosby Arena, Stiver Mill, Unionville Train Station and Old Unionville Library. This satellite model and management structure make it well-suited for Angus Glen Community Centre to manage rentals and recreation programs and services for VSCC.

Staff recommend that the Victoria Square Community Centre Board be dissolved and that management of the VSCC transition to the City of Markham's Recreation Services throughout 2024. This strategic move aims to facilitate approximately 80 to 85 hours weekly programming opportunities within spacious, multi-purpose areas, along with the provision of substantial rental space to cater to the residents of the Cathedral Town area. This initiative also aligns with the strategic priorities as outlined in the ILMP and is well positioned to ensure a seamless transition in the eventuality of a new community center in the north end of Markham, potentially on the same site.

FINANCIAL CONSIDERATIONS

The Victoria Square Community Centre Board is responsible for overseeing the VSCC operating budget, and actively managing projected program revenues and expenses throughout the fiscal year. As the City owns the property on which VSSC is located, annual capital planning and lifecycle-related assets fall under the purview of the City's Sustainability and Asset Management Department. Capital costs are covered by the City, however, certain capital replacement has required financial contributions from the Board.

Given VSCC's inclusion in the City's capital lifecycle program, the primary financial focus lies on crafting an effective operational budget. From a staffing resources standpoint, the City is expected to leverage existing Angus Glen full-time staff to manage the VSCC, but will incur incremental costs for part-time staff and non-personnel expenses like program supplies, utilities, etc. Expenses should be offset by VSCC revenues, including from rental hall and program registration.

The table below presents a financial projection outlining the anticipated operational impact for the VSCC. The figures are derived from comparable amenities presently overseen by Recreation Services.

Type	Budget Projection
Personnel Total	\$57K
Non-Personnel Total	\$78K
Revenue Total	(\$119K)
Net Impact	\$16K

City staff will manage VSCC within the department's 2024 budget and, based on the outcome of 2024 operations, any incremental funding requirement to support VSCC going forward will be considered as part of the 2025 budget process.

HUMAN RESOURCES CONSIDERATIONS

The budget projections provided above encompass the inclusion of additional part-time staff, essential for the delivery of Recreation Services programs and services at the VSCC.

ALIGNMENT WITH STRATEGIC PRIORITIES:

The City of Markham will assume operational responsibility for the VSCC. This aligns with the strategic growth priorities as outlined in the Official Plan and Community Service's Integrated Leisure Master Plan.

BUSINESS UNITS CONSULTED AND AFFECTED:

Sustainability and Asset Management, Legal Services and Financial Services

RECOMMENDED BY:

Mary Creighton
Director, Recreation Service

Morgan Jones
Commissioner, Community Services

ATTACHMENTS:

N/A



Report to: General Committee

Report Date: April 16, 2024

SUBJECT: 2023 Consolidated Financial Statements
PREPARED BY: Jay Pak, Senior Manager Financial Planning and Reporting
Kishor Soneji, Manager Financial Reporting

RECOMMENDATION:

- 1) That the presentation titled “2023 Consolidated Financial Statements” be received; and,
- 2) That the report titled “2023 Consolidated Financial Statements” be received; and,
- 3) That Council approve the draft Consolidated Financial Statements of The Corporation of the City of Markham (the City), including Community Boards, Business Improvement Areas (BIAs), Destination Markham Corporation and Investment in Markham Enterprises Corporation (MEC), for the fiscal year ended December 31, 2023; and,
- 4) That Council authorize Staff to publish the final audited Statements for the fiscal year ended December 31, 2023 upon receiving the Independent Auditors’ Report; and,
- 5) That the KPMG LLP Audit Findings Report for the year ended December 31, 2023 be received; and further,
- 6) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

KPMG LLP has completed an audit of the Consolidated Financial Statements of the City of Markham and has expressed an unqualified opinion that the Statements present fairly, in all material respects, the consolidated financial position of the City.

The audited Statements are a report card on the financial position, health and strength of the City. The 2023 financial results continue to demonstrate Markham’s strong leadership and excellence in financial planning and fiscal prudence.

Following approval, the audited Statements will be included in the 2023 Annual Report which will be published on the City’s website. A link to the Annual Report will be provided to Council members.

PURPOSE:

The purpose of this report is to obtain Council adoption of the 2023 Statements and to seek authority to publish the audited financial information as required by the **Municipal Act** (the Act).

BACKGROUND:

The 2023 Consolidated Financial Statements, this report and its appendices are prepared in accordance with the Act as follows:

- Section 286 (1) requires the Treasurer to report the financial affairs of the municipality to Council.
- Section 294.1 requires a municipality to prepare, for each fiscal year, annual financial statements in accordance with generally accepted accounting principles (GAAP) for local governments as recommended, and from time to time, by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).
- Section 296 (1) requires a municipality to appoint an auditor, licensed under the Public Accounting Act, who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit.

The Public Sector Accounting Board (PSAB) issues recommendations and reporting requirements that serve the public's interest by strengthening accountability in the public sector through the development, recommendation, and acceptance of accounting and financial reporting standards.

The statements reflect the financial position of the City and its, operating results, and how the City financed its activities and met its cash requirements. Additionally, the statements confirm that the resources were obtained and used in a manner consistent with Council approved budgets.

The City engaged the external audit firm KPMG LLP, Chartered Professional Accountants to audit the Statements as at December 31, 2023 and their accompanying Notes to Financial Statements (Notes). The Notes comprise a summary of significant accounting policies and other explanatory information. The audit is conducted in accordance with Canadian Generally Accepted Auditing Standards to obtain reasonable assurance as to whether the Statements are free from material misstatement.

As required by PSAB, the City adopted prospectively PS 1201 Financial Statement Presentation, PS 2601 Foreign Currency Translation, PS 3041 Portfolio Investments and PS 3450 Financial Instruments, and retroactively PS 3280 Asset Retirement Obligations standards for the fiscal year beginning January 1, 2023.

The adoption of these new accounting standards had the following impact on the City's financial statements:

- PS 3280 Asset Retirement Obligations has resulted in the recognition of legal obligations associated with the retirement of certain controlled tangible capital assets.

- PS 3450 Financial Instruments has resulted in the selection of the fair value basis of measurement for certain financial instruments and recognition of unrealized remeasurement gains or losses on the Statement of Remeasurement Gains and Losses.
- PS 1201 Financial Statement Presentation has resulted in the addition of a new financial statement called the Statement of Remeasurement of Gains and Losses that is separate from the Statement of Operations and Accumulated Surplus. This new statement includes unrealized gains and losses arising from the remeasurement of financial instruments and items denominated in foreign currencies and any other comprehensive income that arises when the City includes the results of government business enterprises.

Impact due to adoption of PS 3401 Financial Instruments and PS 3280 Asset Retirement Obligations have been included in the financial statements and their accompanying notes, where applicable, including any necessary restatements and disclosures.

The Statements include the City's wholly owned investment in Markham Enterprises Corporation (MEC), including MEC's shares in Alectra Inc. (Alectra) of 15% and Markham District Energy Inc. (MDE) of 100%.

DISCUSSION:

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (Balance Sheet, Appendix A – Page 1)

The Statement of Financial Position outlines the City's financial assets, financial liabilities and non-financial assets. The outcome of the statement shows an Accumulated Surplus and Accumulated Remeasurement of Gains (Losses) at year end of \$5,737.00M, an increase of \$294.45M (5.4%) over 2022.

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Financial Assets	1,014.62	936.79	77.83
Financial Liabilities	<u>506.60</u>	<u>395.27</u>	<u>111.33</u>
Net Financial Assets	508.02	541.52	(33.50)
Non-Financial Assets	<u>5,228.98</u>	<u>4,901.03</u>	<u>327.95</u>
	<u>5,737.00</u>	<u>5,442.55</u>	<u>294.45</u>
 Accumulated Surplus	 5,726.68	 5,442.55	 284.13
Accumulated Remeasurement of Gains (Losses)	10.32	-	10.32
	<u>5,737.00</u>	<u>5,442.55</u>	<u>294.45</u>

Financial Assets

Financial assets are the resources controlled by the organization as a result of past events and from which future economic benefits are expected. Financial assets include cash and other assets expected to be converted to cash, sold or consumed either within a year or in the operating cycle. These assets are continually turned over in the course of normal business activities.

The City ended the year with financial assets totalling \$1,014.62M, an increase of \$77.83M or 8.3% from 2022.

Cash & cash equivalents and investments increased in 2023 from \$415.53M to \$480.27M (\$64.74M, 15.6%). The increase in cash inflows was driven by a decrease in spending on operating and capital projects in 2023 compared to 2022 (\$36.0M), an increase in investments due to the adoption of PS 3450 Financial Instruments – remeasurement of gains on principal protected notes and share of other comprehensive income of \$10.32M, an increase in other revenues & deposits (\$10.2M) and an increase in Development Charges, Parkland Cash-in-lieu funds & Section 37 funds (\$10.1M). The average rate of return on investments in the general portfolio in 2023 was 6.2% (2022 – 4.3%).

Property taxes receivable increased from \$34.79M to \$43.53M (\$8.74M, 25.1%) was mainly due to an increase in property tax levies for new properties levied towards end of year with a due date in the subsequent year.

Accounts receivable decreased from \$88.03M to \$82.88M (-\$5.15M, -5.9%) in 2023 mainly due to a decrease in receivables from the Region of York and School Boards for tax adjustments and a decrease in receivables for cash-in-lieu.

Investment in MEC increased by \$9.51M (2.4%) in 2023. This increase in investment includes the 2023 equity income of \$25.29M. This was offset by a dividend payment of \$14.82M and a reduction in share capital of \$0.96M (Balance Sheet – Appendix A Page 17 Note 7).

Financial Liabilities

Financial liabilities are financial obligations to outside organizations or other individuals that are the result of transactions or events that occurred on or before the end of the accounting period.

Financial liabilities were \$506.60M at the end of 2023, an increase of \$111.33M (28.2%) from 2022.

Accounts payable and accrued liabilities increased in 2023 from \$157.16M to \$160.94M (\$3.78M, 2.4%) mainly due to an increase in amounts payable to vendors for construction projects (\$5.5M) due to timing, an increase in payables to the Region of York for property tax levies (\$5.8M), offset by a decrease in developer credit liabilities (\$5.8M) and payables to the Region of York and School Boards for development charges (\$2.7M).

Liability for asset retirement obligations increased by \$1.32M from \$18.25M as opening asset retirement liability (due to retroactive implementation of PS 3450 Asset Retirement Obligation) to \$19.57M in 2023 as per note 9 of notes to financial statements (Balance Sheet – Appendix A - Page 18).

Notes payable increased by \$94.00M in 2023 due to timing of payables to vendors for the acquisition of real property. The above amount was paid to the vendor in January 2024 as per the terms of the contractual obligations.

Deferred revenues increased from \$171.12M to \$181.22M (\$10.10M, 5.%) in 2023. The increase was mainly due to higher Development Charges, Parkland Cash-in-Lieu funds & other external funds for capital projects (\$12.60M) due to timing offset by higher usage of Canada Community Building Fund (\$2.50M).

Employee future benefits liabilities increased by \$2.97M or 7.4% which included an increase as per actuarial valuations for the current year end for Workplace Safety and Insurance Board, post employment and sick leave benefits.

Long-term liabilities decreased from \$8.45M to \$7.61M (-\$0.84M, -10.0%) in recognition of payments toward long-term loans from the Federation of Canadian Municipalities (FCM) and Canada Mortgage and Housing Corporation (CMHC).

Non-Financial Assets

Non-financial assets are assets with physical, rather than cash value. They include tangible capital assets (TCA) such as land and buildings, inventories of supplies such as salt and sand, as well as prepaid expenses.

Non-financial assets totalled \$5,228.98M at the end of 2023, an increase of \$327.95M (6.7%), which is almost entirely (100.2%) related to net increase in tangible capital assets of \$328.89M offset by a decrease in salt & sand inventory and prepaid expenses. The major assets acquired through development, purchased or put into service following construction completion in 2023 were land, roads, stormwater & waterworks infrastructure and parks & pathways.

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS (Income Statement, Appendix A – Page 2)

This statement accounts for the City's consolidated revenues and expenses from operations, and includes other accounting adjustments such as the value of contributed assets from developers of \$230.27M (2022 – \$86.04M), deferred revenues earned of \$32.43M (2022 – \$133.30M), equity in income from MEC of \$25.44M (2022 – \$12.09M) and the amortization of TCA \$84.12M (2022 – \$81.20M). During the year, the City adopted PS 3480, Asset Retirement Obligations (ARO) and adjustment on account of the new ARO has been made as required. The major components of the statement are illustrated in the chart below.

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Revenues	768.72	697.50	71.23
Less Expenses	<u>484.59</u>	<u>457.00</u>	<u>27.59</u>
Annual Surplus	284.13	240.50	43.64
Accumulated Surplus, Beginning of Year	5,442.55	5,202.05	240.49
Accumulated Surplus, End of Year	<u>5,726.68</u>	<u>5,442.55</u>	<u>284.13</u>

Revenues

The year-over-year increase in revenues of \$71.23M was driven by an increase in contribution from developers (\$144.23M), equity income from MEC (\$13.35M), property tax levies (\$9.44M) and Investment income (\$8.70M) offset by decreases in deferred revenues earned (-\$100.87M).

Expenses

The expenses increased by \$27.59M in 2023 compared to 2022. This was driven by expense increases in the areas of Recreation, Library and Culture (\$15.16M), Transportation Services¹ (\$4.24M), Environmental Services (\$4.17M), General Government (\$3.18M), and Protection to Persons and Property² (\$1.61M).

Accumulated Surplus (Appendix A – Page 19)

The accumulated surplus of \$5,726.68M consists of individual operating fund surpluses, equity in MEC, tangible capital assets, and reserves and reserve funds as outlined in the following table:

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Operating surplus (excl. waterworks)	4.83	9.57	(4.74)
Waterworks	4.82	2.88	1.94
Destination Markham Corporation	3.67	2.70	0.98
Community Boards and BIAs	<u>0.57</u>	<u>0.57</u>	<u>0.00</u>
Operating Surplus Total	13.89	15.71	(1.82)
Less Transferred to Life Cycle Replacement and Other reserve funds	(4.83)	(9.57)	4.74
Transferred to Waterworks reserve	<u>(4.82)</u>	<u>(2.88)</u>	<u>(1.94)</u>
	4.24	3.27	0.98
Equity income from Markham Enterprises Corporation	407.95	398.44	9.51
Invested in Tangible Capital Assets	5,221.60	4,892.71	328.89
Reserves and Reserve Funds	245.27	196.37	48.90
Adjustment for real property acquisition due to timing	(94.00)	-	(94.00)
Other	<u>(58.37)</u>	<u>(48.23)</u>	<u>(10.14)</u>
Total Accumulated Surplus	<u>5,726.68</u>	<u>5,442.55</u>	<u>284.13</u>

Operating Surplus

The unaudited 2023 year-end results of operations were presented to General Committee on March 19, 2024. Pending audit results, General Committee approved the transfer of operating surplus to various reserves. The actual surplus from operations (excluding waterworks) presented before the transfers was \$4.83M. The combined surplus of \$13.89M consists of: \$4.83M from operations, \$4.82M from Waterworks operations, \$3.67M from Destination Markham Corporation, and \$0.57M from the Community Boards and BIAs.

Equity in Markham Enterprises Corporation

This represents the value of the City's investment in MEC of \$407.95M as noted in the Financial Assets section on page 4 of this report (also refer to Appendix A – Page 17, note 7).

¹ Transportation Services includes road, traffic and winter operations.

² Protection to Persons and Property includes by-law enforcement, inspections and fire services.

Invested in Tangible Capital Assets

The investment in tangible capital assets and other totaled \$5,221.60M. This represents the net book value of TCA such as land, buildings, equipment, infrastructure and other adjustments at year end.

Reserves and Reserve Funds

The Reserves and Reserve Funds represent the means by which the City keeps track of monetary resources set aside by Council for specific, future purposes. The inflows into these funds are largely from the operating budget and the outflows are generally to fund capital projects, employee future benefit requirements and other initiatives as directed by Council. The Reserves and Reserve Funds totalled \$245.27M at the close of 2023, an increase of \$48.90M (24.9%) from 2022.

Reserves totalled \$300.13M, an increase of \$31.73M over 2022. The net increase was the result of the following changes to the Reserves:

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Reserves			
Building fee	15.16	14.51	0.65
Capital gains	12.49	7.20	5.29
Corporate rate stabilization	30.06	29.04	1.02
COVID	3.00	6.70	(3.70)
Development fee	59.60	51.67	7.93
Facility ramp up	38.98	31.56	7.42
Firefighters sick leave benefits	7.26	6.76	0.50
Insurance	4.59	4.45	0.14
Long-term disability benefit	25.69	24.71	0.97
Waterworks	102.25	90.82	11.43
Other	1.05	0.98	0.07
Total Reserves	300.13	268.40	31.73

Reserve Funds increased by \$17.17M from 2022. The increase was the result of the following changes to the Reserve Funds:

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Reserve Funds			
Environmental land acquisition	13.06	12.19	0.87
Heritage land acquisition	0.89	6.70	(5.81)
Land acquisition	(359.56)	(335.42)	(24.14)
Library infrastructure	7.02	6.69	0.33
Life cycle replacement and capital	227.07	193.44	33.63
Non-DC growth	17.84	18.46	(0.62)
Post retirement benefits	20.09	18.51	1.58
Public art acquisition	6.93	5.17	1.76
Stormwater fee	(1.32)	(8.24)	6.92
Workplace Safety & Insurance Board	7.66	5.51	2.15
Other	5.46	4.96	0.50
Total Reserve Funds	(54.86)	(72.03)	17.17

COMMUNICATION

Section 295 (1) of the Act requires municipalities to annually communicate to its taxpayers, the results of the municipality's year end. The financial statements will be published on the City's website upon receipt of the final audited version from KPMG LLP and will form an important part of the City's 2023 Annual Report, published online.

For the past twenty two consecutive years, the City has received the Government Finance Officers Association (GFOA) '*Canadian Award for Financial Reporting*', most recently for the City's 2022 Annual Report and Financial Statements. 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. Upon receiving the Independent Auditors' Report, the 2023 Annual Report and Financial Statements will again be submitted to the GFOA.

RECOMMENDED BY:

Joseph Silva
Treasurer

Trinela Cane
Commissioner, Corporate Services

ATTACHMENTS:

2023 Consolidated Financial Statements Presentation
Appendix A – 2023 Consolidated Financial Statements
Appendix B – 2023 Audit Findings Report



2023 Consolidated Financial Statements

Presentation to General Committee

April 16, 2024



Agenda

1. Introduction
2. Requirements
3. Audit Summary
4. Financial Results Discussion
5. Presentation by Ms Maria Khoushnood, Partner, KPMG LLP – *Audit Findings Report*



1. Introduction

The Financial Statements are a report card on the financial position, health and strength of the City:

- reflect the financial position of the organization, the operating results, and how the City financed its activities and met its cash requirements
- confirm that the resources were obtained and used consistent with the budgets approved by Council

Statements consolidate the financial activities of:

- City of Markham
- Community Boards and Business Improvement Areas (BIAs)
- Destination Markham Corporation
- City's investment in Markham Enterprises Corporation



2. Requirements

The City is required by The *Municipal Act* to :

- ✓ prepare annual financial statements in accordance with Canadian Generally Accepted Accounting Principles for governments as recommended by the Public Sector Accounting Board,
- ✓ have the financial statements audited by a licensed auditor,
- ✓ report the financials to Council, and
- ✓ publish the statements



3. Audit Summary

- Schedule:
 - The KPMG audit team was on-site one week in November 2023 performing interim and preliminary year-end work.
 - The KMPG team continued the audit of the financial records of the City and associate corporations from February 26 to April 5, 2024.
- During the course of audit, KPMG did not identify any adjustments.
- KPMG provided a clean audit opinion on the City's 2023 Financial Statements.



3. Audit Summary

- For the year ended 2023, the City adopted the following new Public Sector Accounting Board (PSAB) regulations:
 - Regulations which did **not** have any significant impact:
 - ❖ PS 1201 Financial Statement Presentation
 - ❖ PS 2601 Foreign Currency Translation
 - ❖ PS 3041 Portfolio Investments
 - Regulations which **had** significant impact on the City's financials (the impact has been reflected in the City's financial statements where applicable):
 - ❖ PS 3280 Asset Retirement Obligation (resulting in inclusion of a new liability)
 - ❖ PS 3450 Financial Instruments (resulting in a new statement of remeasurement of gains/losses)



4. Financial Results

Consolidated Statement of Financial Position (Balance Sheet)

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Financial Assets	1,014.62	936.79	77.83
Financial Liabilities	<u>506.60</u>	<u>395.27</u>	<u>111.33</u>
Net Financial Assets	508.02	541.52	(33.50)
Non-Financial Assets	<u>5,228.98</u>	<u>4,901.03</u>	<u>327.95</u>
	<u>5,737.00</u>	<u>5,442.55</u>	<u>294.45</u>
Accumulated Surplus	5,726.68	5,442.55	284.13
Accumulated Remeasurement of Gains (Losses)	10.32	-	10.32
	<u>5,737.00</u>	<u>5,442.55</u>	<u>294.45</u>



4. Financial Results

Consolidated Statement of Financial Position (Balance Sheet)

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	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
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	<u>5,737.00</u>	<u>5,442.55</u>	<u>294.45</u>



4. Financial Results

Consolidated Statement of Financial Position (Balance Sheet) cont'd.

Financial Assets increased by \$77.83M

Financial Assets	Incr. / (Decr.)	Significant change drivers
Cash & investments	\$64.74	<ul style="list-style-type: none">• Lower payments to vendors for operating & construction projects \$36.0M• Increase in other revenue and deposits \$10.2M• Increase due to unrealized gain on investments (Principal Protected Notes) as a result of adoption of PS 3450 Financial Instruments and Other Comprehensive income \$10.32M and an increase in development charges collected \$10.1M
Property taxes receivable	\$8.74	<ul style="list-style-type: none">• Of the total increase in property tax receivable of \$8.74M for 2023, \$7.9M was due to increase in property tax for new properties levied towards end of year with due date in subsequent year
Accounts receivable	\$(5.15M)	<ul style="list-style-type: none">• Decrease in receivables from the Region of York and School Boards for tax adjustments and a decrease in receivables for cash-in-lieu
Investment in MEC	\$9.51	<ul style="list-style-type: none">• Equity pick up \$25.3M, offset by reduction in share capital (\$1.0M) and dividends paid (\$14.8M)



4. Financial Results

Consolidated Statement of Financial Position (Balance Sheet)

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Financial Assets	1,014.62	936.79	77.83
Financial Liabilities	<u>506.60</u>	<u>395.27</u>	<u>111.33</u>
Net Financial Assets	508.02	541.52	(33.50)
Non-Financial Assets	5,228.98	4,901.03	327.95
	<u>5,737.00</u>	<u>5,442.55</u>	<u>294.45</u>
Accumulated Surplus	5,726.68	5,442.55	284.13
Accumulated Remeasurement of Gains (Losses)	10.32	-	10.32
	<u>5,737.00</u>	<u>5,442.55</u>	<u>294.45</u>



4. Financial Results

Consolidated Statement of Financial Position (Balance Sheet) cont'd.

Financial Liabilities increased by \$111.33M

Financial Liabilities	Incr. / (Decr.)	Significant change drivers
Accounts payable & accrued liabilities	\$3.78	<ul style="list-style-type: none">• Increase in amount payable to vendors for construction projects \$5.5M (paid Jan 2024), increase in payable to Region for tax levies \$5.8M• Offset by decrease developers credit liabilities (\$5.8M) and decrease in payable to Region & School Boards for development charges (\$2.7M)
Liability for asset retirement obligation	\$1.32M	<ul style="list-style-type: none">• Increase of \$1.32M (due to asset acquired with asbestos) from \$18.25M as opening asset retirement liability (due to retroactive implementation of PS 3450 Asset Retirement Obligation) to \$19.57M in 2023
Notes payable	\$94.00M	<ul style="list-style-type: none">• Payable for real property acquisition due to timing (paid Jan 2024)
Deferred revenues	\$10.10	<ul style="list-style-type: none">• Inflows \$90.2M• Outflows (\$80.1M) - lower capital project spending
Long term liabilities	\$(0.84M)	<ul style="list-style-type: none">• Scheduled payments for FCM & CMHC loans
Employee future benefits liabilities	\$2.97M	<ul style="list-style-type: none">• Increase as per actuarial valuations for the current year end for WSIB \$1.6M, post employment & sick leave benefits \$0.6M, vacation accrual \$0.5M



4. Financial Results

Consolidated Statement of Financial Position (Balance Sheet)

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Financial Assets	1,014.62	936.79	77.83
Financial Liabilities	<u>506.60</u>	<u>395.27</u>	<u>111.33</u>
Net Financial Assets	508.02	541.52	(33.50)
Non-Financial Assets	5,228.98	4,901.03	327.95
	5,737.00	5,442.55	294.45
Accumulated Surplus	5,726.68	5,442.55	284.13
Accumulated Remeasurement of Gains (Losses)	10.32	-	10.32
	5,737.00	5,442.55	294.45



4. Financial Results

Consolidated Statement of Financial Position (Balance Sheet) cont'd.

Non-Financial Assets increased by \$327.95M

Non-Financial Assets	Incr. / (Decr.)	Significant change drivers
Tangible Capital Assets (TCA)	\$328.89M	•Significant change drivers - Additions to Land (\$303.99M), Infrastructure (\$12.6M), building/equipment (\$10.6M)
Prepaid expenses and inventories	(\$0.94M)	• Use/consumption of winter control inventory (salt, sand) and other pre-paid expenses such as Computer software licenses, insurance, maintenance agreements



4. Financial Results

Consolidated Statement of Operations and Accumulated Surplus (Income Statement)

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Revenues	768.72	697.50	71.23
Less Expenses	<u>484.59</u>	<u>457.00</u>	<u>27.59</u>
Annual Surplus	284.13	240.50	43.64
Accumulated Surplus, Beginning of Year	<u>5,442.55</u>	<u>5,202.05</u>	<u>240.49</u>
Accumulated Surplus, End of Year	<u>5,726.68</u>	<u>5,442.55</u>	<u>284.13</u>



4. Financial Results

Details of Accumulated Surplus

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Operating surplus (excl. waterworks)	4.83	9.57	(4.74)
Waterworks	4.82	2.88	1.94
Destination Markham Corporation	3.67	2.70	0.98
Community Boards and BIAs	<u>0.57</u>	<u>0.57</u>	<u>0.00</u>
Operating Surplus Total	13.89	15.71	(1.82)
Less Transferred to Life Cycle Replacement and Other reserve funds	(4.83)	(9.57)	4.74
Transferred to Waterworks reserve	<u>(4.82)</u>	<u>(2.88)</u>	<u>(1.94)</u>
	4.24	3.27	0.98
Equity income from Markham Enterprises Corporation	407.95	398.44	9.51
Invested in Tangible Capital Assets	5,221.60	4,892.71	328.89
Reserves and Reserve Funds	245.27	196.37	48.90
Adjustment for real property acquisition due to timing	(94.00)	-	(94.00)
Other	<u>(58.37)</u>	<u>(48.23)</u>	<u>(10.14)</u>
Total Accumulated Surplus	<u>5,726.68</u>	<u>5,442.55</u>	<u>284.13</u>



4. Financial Results

Details of Reserves

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Reserves			
Building fee	15.16	14.51	0.65
Capital gains	12.49	7.20	5.29
Corporate rate stabilization	30.06	29.04	1.02
COVID	3.00	6.70	(3.70)
Development fee	59.60	51.67	7.93
Facility ramp up	38.98	31.56	7.42
Firefighters sick leave benefits	7.26	6.76	0.50
Insurance	4.59	4.45	0.14
Long-term disability benefit	25.69	24.71	0.97
Waterworks	102.25	90.82	11.43
Other	1.05	0.98	0.07
Total Reserves	300.13	268.40	31.73



4. Financial Results

Details of Reserve Funds

Reserve Funds	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. /</u> <u>(Decr.)</u>
Environmental land acquisition	13.06	12.19	0.87
Heritage land acquisition	0.89	6.70	(5.81)
Land acquisition	(359.56)	(335.42)	(24.14)
Library infrastructure	7.02	6.69	0.33
Life cycle replacement and capital	227.07	193.44	33.63
Non-DC growth	17.84	18.46	(0.62)
Post retirement benefits	20.09	18.51	1.58
Public art acquisition	6.93	5.17	1.76
Stormwater fee	(1.32)	(8.24)	6.92
Workplace Safety & Insurance Board	7.66	5.51	2.15
Other	5.46	4.96	0.50
Total Reserve Funds	(54.86)	(72.03)	17.17



4. Financial Results

Deferred revenue

	\$ in millions		
	<u>2023</u>	<u>2022</u>	<u>Incr. / (Decr.)</u>
Obligatory reserve funds:			
Development charges	123.81	120.23	3.58
Canada Community Building Fund (Gas Tax)	19.35	21.85	(2.50)
Section 37 funds	8.24	6.82	1.42
	<u>151.41</u>	<u>148.90</u>	<u>2.50</u>
General:			
Deferred revenue and deposits	29.82	22.22	7.60
	<u>181.22</u>	<u>171.12</u>	<u>10.10</u>



5. Presentation of the Audit Findings Report

Maria Khoushnood, Partner KPMG LLP

Consolidated Financial Statements of

**THE CORPORATION OF THE
CITY OF MARKHAM**

December 31, 2023

Independent Auditor's Report

(To be provided following Council adoption of the financial statements)

THE CORPORATION OF THE CITY OF MARKHAM
Consolidated Statement of Financial Position
December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

	Note	2023	2022 (Restated - note 2)
FINANCIAL ASSETS			
Cash and cash equivalents	5	\$214,766	\$152,635
Investments	5	265,500	262,892
Property taxes receivable	6	43,530	34,792
Accounts receivable		82,885	88,032
Investment in Markham Enterprises Corporation	7	407,946	398,438
		\$1,014,627	\$936,789
FINANCIAL LIABILITIES			
Accounts payable and accrued liabilities	8	\$160,936	\$157,165
Liability for asset retirement obligation	9	19,571	18,255
Notes payable	10	94,000	-
Deferred revenues	11	181,222	171,116
Employee future benefits liabilities	12	43,264	40,294
Long-term liabilities	13	7,608	8,448
		\$506,601	\$395,278
NET FINANCIAL ASSETS		\$508,026	\$541,511
NON-FINANCIAL ASSETS			
Tangible capital assets	14	\$5,221,595	4,892,710
Inventories		3,588	3,757
Prepaid expenses		3,793	4,569
		\$5,228,976	4,901,036
Commitments	18		
Contingencies	19		
Contractual rights	23		
ACCUMULATED SURPLUS	17	5,726,679	5,442,547
ACCUMULATED REMEASUREMENT OF GAINS (LOSSES)		10,323	-
		\$5,737,002	\$5,442,547

The accompanying notes are an integral part of these financial statements.

THE CORPORATION OF THE CITY OF MARKHAM
Consolidated Statement of Operations and Accumulated Surplus
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

	Note	2023		2022
		Budget (note 21)	Actual	Actual (Restated - note 2)
Revenues				
Property taxes		\$180,298	\$184,417	\$174,977
User charges	15	217,286	219,083	216,661
Government transfers	16	26,096	21,567	29,443
Contributions from developers and others		21,663	230,273	86,041
Investment income		18,372	27,615	18,911
Tax penalties		4,776	6,300	6,044
Gain (loss) on sale of tangible capital assets		-	267	282
Deferred revenue earned		98,511	32,433	133,302
Equity income from Markham Enterprises Corporation	7	14,821	25,441	12,086
Other		7,042	21,324	19,748
TOTAL REVENUES		\$588,865	\$768,720	\$697,495
Expenses				
General government		71,873	\$66,710	\$63,533
Protection to persons and property		61,556	59,569	57,958
Transportation services		77,186	71,952	67,708
Environmental services		175,152	170,987	166,816
Recreation and cultural services		104,161	98,028	82,872
Planning and development services		26,816	17,312	18,095
Other		33	30	20
TOTAL EXPENSES		516,777	\$484,588	\$457,002
ANNUAL SURPLUS		\$72,088	\$284,132	\$240,493
ACCUMULATED SURPLUS, BEGINNING OF YEAR		5,442,547	5,442,547	5,202,054
ACCUMULATED SURPLUS, END OF YEAR	17	\$5,514,635	\$5,726,679	\$5,442,547

The accompanying notes are an integral part of these financial statements.

THE CORPORATION OF THE CITY OF MARKHAM
Consolidated Statement of Change in Net Financial Assets
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

	Note	2023		2022
		Budget	Actual	Actual (Restated - note 2)
Annual surplus		\$72,088	\$284,132	\$240,493
Acquisition of tangible capital assets		(312,875)	(181,417)	(224,871)
Contributed tangible capital assets	14		(230,273)	(86,041)
Amortization of tangible capital assets		83,836	84,121	81,203
Asset retirement obligation incurred in year	9	-	(1,316)	-
Gains on disposal of tangible capital assets		-	(267)	(282)
Proceeds from disposal of tangible capital assets		-	267	288
		(\$156,951)	(\$44,753)	\$10,790
Acquisition of inventories		-	(3,588)	(3,757)
Acquisition prepaid expenses		-	(3,793)	(4,569)
Consumption of inventories		-	3,757	3,287
Use of prepaid expenses		-	4,569	2,493
Change in net financial assets excluding net remeasurement gains		(\$156,951)	(\$43,808)	\$8,244
Net remeasurement of gains for the year		-	10,323	-
Net change in net financial assets		(156,951)	(33,485)	8,244
Net financial assets, beginning of year		541,511	541,511	533,267
Net financial assets, end of year		\$384,560	\$508,026	\$541,511

The accompanying notes are an integral part of these financial statements.

THE CORPORATION OF THE CITY OF MARKHAM
Consolidated Statement of Remeasurement of Gains and Losses
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

	<u>2023</u>	<u>2022</u>
Accumulated remeasurement gains (losses), beginning of year	\$ -	\$ -
Unrealized gains on portfolio investments	10,473	-
Share of other comprehensive loss from Markham Enterprises Corporation	(150)	-
Accumulated remeasurement gains (losses), end of year	\$ 10,323	\$ -

The accompanying notes are an integral part of these financial statements.

THE CORPORATION OF THE CITY OF MARKHAM
Consolidated Statement of Cash Flows
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

	2023	2022
		(Restated - note 2)
CASH PROVIDED BY (USED IN):		
OPERATING ACTIVITIES		
Annual surplus	\$ 284,132	\$ 240,493
Add (deduct) items not involving cash		
Unrealized gains on portfolio investments	10,323	-
Amortization of tangible capital assets	84,121	81,203
Gain on disposal of tangible capital assets	(267)	(282)
Change in employee future benefits and other liabilities	2,970	5,861
Equity in income of Markham Enterprises Corporation	(25,291)	(12,086)
Contributed tangible capital assets	(230,273)	(86,126)
Change in non-cash assets and liabilities		
Property taxes receivable	(8,738)	(645)
Accounts receivable	5,147	(25,241)
Accounts payable and accrued liabilities	3,771	(34,490)
Notes payable	94,000	-
Long term liabilities	(840)	(812)
Deferred revenue	10,106	(50,414)
Inventories	169	(384)
Prepaid expenses	776	(2,076)
Net change in cash from operating activities	\$ 230,106	\$ 115,001
INVESTING ACTIVITIES		
Acquisition of tangible capital assets	(181,417)	(224,871)
Proceeds from disposal of tangible capital assets	267	288
Net change in cash from capital activities	\$ (181,150)	\$ (224,583)
FINANCING ACTIVITIES		
Dividend from Markham Enterprises Corporation	14,821	7,416
Decrease in share capital of Markham Enterprises Corporation	962	1,048
Net change in cash from investing activities	\$ 15,783	\$ 8,464
NET CHANGE IN CASH & CASH EQUIVALENTS AND INVESTMENTS	\$ 64,739	\$ (101,118)
OPENING CASH & CASH EQUIVALENTS AND INVESTMENTS	415,527	516,645
CLOSING CASH & CASH EQUIVALENTS AND INVESTMENTS	\$ 480,266	\$ 415,527
Supplementary information:		
Interest paid	275	305
Interest received	16,654	11,770

The accompanying notes are an integral part of these consolidated financial statements.

THE CORPORATION OF THE CITY OF MARKHAM
Notes to the Consolidated Financial Statements
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of The Corporation of The City of Markham (the City) are prepared by management in accordance with Canadian public sector accounting standards, as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).

Significant accounting policies adopted by the City are as follows:

a) Basis of consolidation

These consolidated financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all organizations, local boards and committees accountable for the administration of their financial affairs and resources, to the City, and which are owned or controlled by the City, including the following:

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

Inter-entity transactions and balances are eliminated on consolidation.

b) Investment in Markham Enterprises Corporation

Markham Enterprises Corporation (MEC) and its subsidiaries are accounted for on a modified equity basis, consistent with the Canadian public sector accounting standards as recommended by PSAB for government business enterprises. Under the modified equity basis of accounting, the business enterprise's accounting principles are not adjusted to conform to those of the City, and inter-organizational transactions and balances are not eliminated. The City recognizes its equity interest in the annual income or loss of MEC in its consolidated statement of operations and accumulated surplus with a corresponding increase or decrease in its investment asset account. Any dividends that the City may receive from MEC are reflected as reductions in the investment asset account.

c) Accounting for Region and School Board Transactions

The property taxes, other revenues, expenses, assets and liabilities with respect to the operations of the Regional Municipality of York (the Region) and the York Region District School Boards (School Boards) are not reflected in the municipal fund balances of these consolidated financial statements.

d) Trust Funds

Trust funds and their related operations administered by the municipality are not consolidated, but are reported separately on the "Trust Funds Statement of Financial Position" and the "Trust Funds Statement of Operations and Fund Balances".

THE CORPORATION OF THE CITY OF MARKHAM
Notes to the Consolidated Financial Statements
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

e) Basis of Accounting

Revenues are recorded in the period in which the transactions or events occurred that gave rise to the revenue.

Expenses are the cost of goods and services acquired in the period whether or not payment has been made or invoices received.

f) Investments

Investments consist of bonds and debentures and are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. If there is a loss of value that is other than a temporary decline in value, the respective investment will be written down to market value to recognize the loss in the consolidated statement of operations.

g) Government Transfers

Government transfers are recognized in the financial statements in the period in which the events giving rise to the transfer occurred, providing that the transfers are authorized, any eligibility criteria and stipulations have been met, and reasonable estimates of the amounts can be made.

The City adopted PS 3410, Government Transfers that establishes the recognition, measurement and disclosure requirements for government transfers. It provides specific revenue recognition criteria for transferring government and recipient government.

h) Deferred Revenues

Funds received for specific purposes are accounted for as deferred revenue until the City discharges the obligation, which led to receipt of the funds.

i) Property Taxes and Related Revenues

Property tax billings are prepared by the City based on assessment rolls compiled by the Municipal Property Assessment Corporation (MPAC). Property tax rates are established annually by City Council, incorporating amounts to be raised for local services and amounts that the City is required to collect on behalf of the Region and School Boards for education purposes. Realty taxes are billed based on the assessment rolls provided by MPAC.

A normal part of the assessment process is the issuance of supplementary assessment rolls that provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the City determines the property taxes applicable and issues supplementary tax bills. Assessments and the related property taxes are subject to appeal. Any supplementary billing adjustments made necessary by the determination of such changes will be recognized in the fiscal year they are determined and the impact shared with the Region and School Boards as appropriate.

The City is entitled to collect interest and penalties on overdue property taxes. These revenues are recorded in the period the interest and penalties are levied.

THE CORPORATION OF THE CITY OF MARKHAM
Notes to the Consolidated Financial Statements
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

j) Employee Future Benefits Liabilities

The City accounts for its participation in the Ontario Municipal Employee Retirement System (OMERS), a multi-employer public sector pension fund, which is accounted for as a defined benefit plan. Vacation entitlements are accrued for as entitlements are earned. Sick leave benefits are accrued where they are vested and subject to pay out when an employee leaves the City's employment. Other employee future benefits are accrued in accordance with the projected benefit method prorated on service and management's best estimate of salary escalation and retirement ages of employees. Actuarial valuations, where necessary for accounting purposes, are performed triennially. The discount rate used to determine the accrued benefit obligation was determined by reference to market interest rates at the measurement date on high-quality debt instruments with cash flows that match the timing and amount of expected benefit payments. Unamortized actuarial gains or losses are amortized on a straight-line basis over the expected average remaining service life of the related employee groups.

Unamortized actuarial gains or losses for event-triggered liabilities, such as those determined as claims related to Workplace Safety and Insurance Board (WSIB) are amortized over the average expected period during which the benefits will be paid. The cost of plan amendments is accounted for in the period they are adopted.

The City, on approval from City Council, has set aside funds specifically for the financing of future costs.

k) Investment Income

Investment income is reported as revenue in the period earned. Investment income earned on obligatory reserve funds is added to the fund balance and forms part of the respective deferred revenue and/or obligatory reserve funds balance.

l) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

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1. SIGNIFICANT ACCOUNTING POLICIES (continued)

m) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributed to acquisition, construction, development or betterment of the asset. The cost, less residual value of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives in number of years as follows:

Asset	Useful Life - Years
Buildings	40
Equipment	5 – 20
Furniture and fixtures	10 – 15
Infrastructure	10 – 100
Library materials, furniture and fixtures	7 – 10
Park and pathways	10 – 60
Vehicles	7 – 9
Waterworks equipment	9
Waterworks infrastructure	15 – 100

Amortization is prorated to six months in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

(i) Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue. Tangible capital assets conveyed from developers are recorded at the estimated engineering value at the time of registration.

(ii) Works of Art and Cultural and Historic Assets

Works of art and cultural and historic assets are not recorded as assets in these consolidated financial statements.

(iii) Interest Capitalization

Interest is capitalized whenever external debt is issued to finance the construction of tangible capital assets.

n) Assets

The assets standard provides additional guidance on the definition of assets and what is meant by economic resources, control, past transactions and events and from which future economic benefits are to be obtained. For the year ended December 31, 2023, all the material assets have been reported.

o) Inventories

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost. Inventories of heritage land held for sale are recorded at lower of the cost or net realizable value.

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1. SIGNIFICANT ACCOUNTING POLICIES (continued)

p) Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amount of revenues and expenditures during the period. Actual results could differ from these estimates.

q) Budget Figures

The approved operating and capital budgets for 2023 are reflected on the Consolidated Statement of Operations and Accumulated Surplus and on the Consolidated Statement of Change in Net Financial Assets. The Capital budget is report on a project-oriented basis, the costs of which may be carried over one or multiple years and, therefore, may not be comparable with the current year actual amounts. The budget presented in these financial statements has been reconciled to the approved budgets to reflect the accrual basis of accounting in note 18. As a result of changes to the Municipal Act, 2001 (Part VI Special Powers and Duties of the Head of Council) that affected the City of Markham, effective July 1, 2023, and the associated impact to the City's Budget process, City Council approved in-year additions to the 2023 capital budget plan resulting in a change to the 2023 capital budget from \$223,943 as originally approved to \$262,645.

r) Segment Disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. The City has provided definitions of the segments used and presented financial information in segmented format in note 20.

s) Contaminated Sites

Contaminated sites are defined as sites that are contaminated as a result of contamination being introduced in air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. This standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

- an environmental standard exists
- contamination exceeds the environmental standard
- the organization is directly responsible or accepts responsibility for the liability
- future economic benefits will be given up, and
- a reasonable estimate of the liability can be made.

t) Adoption of new accounting standards

City adopted prospectively PS 1201 Financial Statement Presentation, PS 2601 Foreign Currency Translation, PS 3041 Portfolio Investments, PS 3450 Financial Instruments and retroactively PS 3280 Asset Retirement Obligations standards for the fiscal year beginning January 1, 2023.

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1. SIGNIFICANT ACCOUNTING POLICIES (continued)

The adoption of these new accounting standards had the following impact on the financial statements:

- PS 3280 Asset Retirement Obligations has resulted in the recognition of legal obligations associated with the retirement of certain controlled tangible capital assets.
- PS 3450 Financial Instruments has resulted in the selection of the fair value basis of measurement for certain financial instruments and recognition of unrealized remeasurement gains or losses on the Statement of Remeasurement Gains and Losses.
- PS 1201 Financial Statement Presentation has resulted in the addition of a new financial statement called the Statement of Remeasurement of Gains and Losses that is separate from the statement of operations and accumulated surplus. This new statement includes unrealized gains and losses arising from the remeasurement of financial instruments and items denominated in foreign currencies and any other comprehensive income that arises when the City includes the results of government business enterprises.

PS 3280, Asset Retirement Obligations – PS 3280 Asset Retirement Obligations (ARO) is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The substantial portion of ARO liability for the City stems from the removal of asbestos in several of the buildings owned by the City. The ARO liability for removal of asbestos has been based on actual demolition cost of a building containing asbestos and has been recognized under modified retroactive method. The City has also identified associated costs related to the asbestos disposal and calculated a cost per square foot, which was applied to the remaining buildings built before 1990. Where renovations had taken place, the gross area of the structure was pro-rated to account for partial abatement. Assumptions used in the calculations are revised on an annual basis.

The City has a landfill site that was closed in 1975. Due to the period of time that has elapsed since the closure of this landfill site and insignificance of the remaining obligation related to post closure activities, the City has not recognized any remaining obligation under this standard adoption.

The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The new accounting standard has resulted in a withdrawal of the existing accounting standard PS 3270 Solid Waste Landfill Closure and Post-Closure Liability. The buildings had an expected useful life of 40 years, and the estimate has not changed since purchase.

PS 3450, Financial Instruments – PS 3450 Financial Instrument establishes standards on how to account for and report all types of financial instruments including derivatives. Financial instruments include primary instruments (such as receivables, payables, and equity instruments)

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1. SIGNIFICANT ACCOUNTING POLICIES (continued)

and derivative financial instruments (such as financial options, futures and forwards, interest rate swaps and currency swaps). The City's investments in Principal Protected Notes (PPN) meet the requirements of a financial instrument that has an embedded derivative included in the financial instrument. The standards allow for the financial instruments that contain one or more embedded derivatives; the City may designate the entire hybrid (combined) instrument carried at fair value. This designation is irrevocable. The City has made an election for the PPN to report the combined instrument at fair value. Any unrealized gains and losses are reported through a new statement called statement of remeasurement gains and losses. Unrealize gains and losses are realized upon settlement of the financial instrument when the financial instrument is sold or reaches maturity.

u) Future Accounting Pronouncements

These following standards and amendments were not yet effective for the year ended December 31, 2023, and have therefore not been applied in preparing these financial statements. Management is currently assessing the impact of these accounting standards updates on future financial statements.

Standards applicable for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year-end):

- (i) PS 3160 - Public Private Partnerships ("P3s"), identifies requirements on how to account for and disclose transactions in which public sector entities procure major infrastructure assets and/or services from private sector entities. Recognition of assets arising from P3 arrangements is ultimately dependent on whether public sector entities control the purpose and use of the assets, access to the future economic benefits and exposure to the risks associated with the assets, and significant residual interest in the asset, if any, at the end of the term of P3s. Measurement of the asset and related liability will also be dependent on the overall model used to compensate the private sector entity.
- (ii) PS 3400, Revenue, establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.
- (iii) Public Sector Guideline 8 Purchased Intangibles, allows public sector entities to recognize intangibles purchased through an exchange transaction.

v) Contractual Rights and Obligations

Contractual rights reflect future rights to economic resources arising from contracts and/or agreements that will result in both an asset and revenue in future fiscal periods. Contractual rights for the year ended on December 31, 2023, are disclosed in note 23.

Contractual obligations represent obligations, that will result in liabilities upon the completion of agreed upon terms specified in contracts and/or agreements in future fiscal periods. For further details regarding the City's contractual obligations, including the nature, extent and timing of these types of transactions, please refer to note 18.

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1. SIGNIFICANT ACCOUNTING POLICIES (continued)

w) Contingent Assets and Liabilities

Contingent assets and contingent liabilities arise from circumstances when the City is uncertain whether it has an asset and/or liability on the date of the consolidated financial statements. The existence of the asset and/or liability is ultimately dependent upon the occurrence or nonoccurrence of a future event that is outside of the entity's control.

For the year ended December 31, 2023, the City is not aware of any contingent asset. However, disclosure regarding the City's contingent liabilities, including the nature, extent, and basis of estimates (if available), can be found in note 19.

x) Related Party Transactions

A related party exists when one party has the ability to exercise control or shared control over the other. Related parties also include key management personnel, such as City Councillors, as well as their close family members.

PS 2200 - Related Party Disclosure, requires the City to disclose circumstances in which the entity enters into transactions with its related parties at a value different from that which would have been arrived at if the parties were unrelated (i.e. not at arm's length) and these transactions are considered to have a significant financial impact on the City's consolidated financial statements. In the event qualifying transactions are identified, the City would disclose the nature of relationships with all involved parties, type of related party transaction, and amounts recognized in the consolidated financial statements.

y) Reserves and Reserve Funds

Reserve funds are comprised of funds set aside for specific purposes. City Council has authorized the allocation of interest to reserve funds but not to reserves. There are two types of reserve funds:

- (i) Obligatory reserve funds are funds received and set aside for specific purposes by legislation or contractual agreements. These funds can only be used for prescribed purposes and are reported as deferred revenue on the consolidated statement of financial position.
- (ii) Council directed reserve funds are created by council for specific purposes through bylaw and are reported in the accumulated surplus balance on the consolidated statement of financial position.

2. CHANGE IN ACCOUNTING POLICIES

PS 3280 Asset Retirement Obligations:

On January 1, 2023, the City adopted Canadian public sector accounting standard PS 3280 Asset Retirement Obligations using the modified retroactive method with a restatement of comparative balances for year ended December 31, 2022. The December 31, 2022 statement of financial position amounts are adjusted as indicated in the table below to provide comparative figures for balances reported as at December 31, 2023.

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As a result of adopting the new standard, on January 1, 2022, the City recognized tangible capital assets with a net book value of 736 (comprised of carrying value of \$18,255 and accumulated amortization of \$17,519) and asset retirement obligation of \$18,255 on its statement of financial position. The opening balance of accumulated surplus/deficit as at January 1, 2022, is decreased by \$17,519.

The City has not applied present value to asset retirement obligation and as a result there is no accretion expense to report.

	As previously reported	ARO adjustments	2022 restated
	\$	\$	\$
Consolidated statement of financial position			
Liability for asset retirement obligation as at December 31, 2022	-	(18,255)	18,255
Tangible capital assets as at December 31, 2022	4,892,136	574	4,892,710
Accumulated surplus as at December 31, 2022	5,460,228	(17,681)	5,442,547
Consolidated statement of operations & accumulated surplus			
General government for the year ended December 31, 2022	63,356	162	63,518
Accumulated surplus at January 1, 2022	5,219,573	(17,519)	5,202,054
Annual surplus for the year ended December 31, 2022	240,655	(162)	240,493
Accumulated surplus at December 31, 2022	5,460,228	(17,681)	5,442,547
Consolidated statement of change in net financial assets			
Annual surplus for the year ended December 31, 2022	240,655	(162)	240,493
Amortization of tangible capital assets for the year ended December 31, 2022	81,041	162	81,203
Consolidated statement of cash flows			
Annual surplus for the year ended December 31, 2022	240,655	(162)	240,493
Amortization of tangible capital assets for the year ended December 31, 2022	81,041	162	81,203

PS 3450 Financial Instruments and PS 2601 Foreign Currency Translation:

On January 1, 2023, the City adopted Canadian public sector accounting standard PS 3450 Financial Instruments and PS 2601 Foreign Currency Translation. The standards were adopted prospectively from the date of adoption. The new accounting standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and financial currency transactions.

Under PS 3450, all financial instruments including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instruments and the City's remeasurement accounting policy choices (see note 1(t)).

In accordance with the provisions of this new standard, the City reflected an increase of \$10,473 to investments and a corresponding increase of \$10,473 to accumulated remeasurement gains due to unrealized gains of the City's revaluation of PPN previously classified as amortized cost and are being reclassified to accumulated remeasurement gains in 2023. In addition to the above,

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the statement of remeasurement gains and losses also include share of comprehensive loss of (\$150) in Markham Enterprises Corporation. As a result of the above, accumulated remeasurement of gains (losses) at the end of December 31, 2023 was \$10,323 (2022 - \$nil).

3. OPERATIONS OF SCHOOL BOARDS AND THE REGION OF YORK

Further to note 1, requisitions were made by the Region and School Boards requiring the City to collect property taxes and payments in lieu of property taxes on their behalf. The amounts collected and remitted are summarized as follows:

	School Boards	Region of York	2023	2022
Taxation	\$250,811	\$382,223	\$633,034	\$607,332
Payment in lieu of taxes	323	1,132	1,455	1,423
Supplementary taxes	3,419	6,015	9,434	3,767
Amount requisitioned and transferred	\$254,553	\$389,370	\$643,923	\$612,522

4. PENSION AGREEMENTS

The City makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of its employees. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of credited service and average earnings. Employees contribute between 9.0% and 15.9% of their salary and the City matches the employee contribution.

Total OMERS contributions amounted to \$27,592 (2022 - \$25,453) of which \$13,796 (2022 - \$12,727) represented the City's portion and \$13,796 (2022 - \$12,727) represented employees' portion. Since OMERS is a multi-employer pension plan, the City does not recognize any share of the pension plan deficit of \$4.2 billion as of 2023 (2022 - \$6.7 billion) based on the fair market value of the Plan's assets, as this is a joint responsibility of all Ontario municipalities and their employees.

5. CASH & CASH EQUIVALENT AND INVESTMENTS

	2023	2022
Cash & cash equivalents	\$ 214,766	\$ 152,635
Investments	265,500	262,892
	\$ 480,266	\$ 415,527

Cash balance includes investments in the amount of \$9,499 (2022 - \$6,300) which have a maturity date of less than three months. Investments consist of authorized investments pursuant to the provisions of the Municipal Act and include short-term instruments of various financial institutions, government bonds, and Treasury Bills. Investments, which are reported at cost for money market and amortized cost, had a market value of \$115,096 (2022 - \$264,684) at the end of the year. As a result of adoption of PS 3450, Financial Instruments, investments include PPN that reflects an increased fair market value of \$10,473 (2022 - \$nil).

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6. PROPERTY TAXES RECEIVABLE

The balance in property taxes receivable, including penalties and interest, is comprised of the following:

	2023	2022
Current year	\$33,743	\$25,870
Arrears prior years	12,738	11,873
	46,481	37,743
Less: Allowance for uncollectible taxes	(2,951)	(2,951)
	\$43,530	\$34,792

The Municipal Property Assessment Corporation (MPAC) is responsible for current value assessment (CVA) of all properties in Ontario. MPAC determines the CVA for all properties and provides it annually to municipalities in the form of an Assessment Roll, which the municipalities use to calculate property taxes for each individual property.

The Government of Ontario announced the decision to postpone a province-wide property assessment update due to the pandemic. Property assessments for the 2023 property tax year continued to be based on January 1, 2016.

The City of Markham's property tax revenue and property tax receivables rely on the stability of the assessment roll, which is subject to annual assessment appeals that create an amount of uncertainty related to the amount of property tax receivables. Long delays in updating assessments are known to create inequities in taxation and it is anticipated that there will be significant amount of assessment appeals launch by property owners, particularly in the business classes who have been impacted by the pandemic. This financial uncertainty continues to illustrate the requirement of a provision allowance of \$2,951 (2022 - \$2,951).

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7. INVESTMENT IN MARKHAM ENTERPRISES CORPORATION

Markham Enterprises Corporation (MEC) is wholly owned by the City of Markham. MEC owns 100% (2022 – 100.00%) of Markham District Energy Inc. (MDE) and 15.00% of Alectra Inc. (2022 – 15.00%).

The following consolidated financial statements of Markham Enterprises Corporation include the financial information of its subsidiaries Markham District Energy Inc. and Alectra Inc. for the period from January 1, 2023 to December 31, 2023.

	2023	2022
Assets		
Current	22,098	26,657
Capital assets	151,186	130,570
Investment in Alectra Inc.	316,252	306,706
Other	1,979	2,757
Total assets	\$491,515	\$466,690
Liabilities		
Current	43,423	35,731
Other	40,146	32,521
Total liabilities	\$83,569	\$68,252
Shareholder's equity		
Common shares	90,860	91,822
Promissory notes payable	79,184	79,184
Retained earnings and contributed surplus	237,902	227,432
Total shareholder's equity	\$407,946	\$398,438
Total liabilities and shareholder's equity	\$491,515	\$466,690
Results of operations		
Revenue	\$55,337	\$39,497
Operating expenses	29,896	27,411
Net Income	25,441	12,086
Share of other comprehensive loss	(150)	-
Total comprehensive income	25,291	12,086
Return of capital	(962)	(1,048)
Dividend	(14,821)	(7,416)
Net change in equity in Markham Enterprises Corporation	\$9,508	\$3,622
Opening shareholder's equity	\$398,438	\$394,816
Closing shareholder's equity	\$407,946	\$398,438

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8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities include financial obligations to outside organizations and individuals as a result of transactions and events on or before the end of the accounting period. They are the result of contracts, agreements and legislation in force at the end of the year that require the City to pay for goods and services acquired or provided prior to year end. A breakdown of accounts payable and accrued liabilities is as follows:

	2023	2022
Payable to other governments	\$62,651	\$59,970
Trade accounts payable	82,812	74,739
Accrued liabilities	11,977	18,113
Payroll liabilities	3,496	4,343
	\$160,936	\$157,165

9. LIABILITIES FOR ASSET RETIREMENT OBLIGATION

The City's asset retirement obligations consists of several obligations as follows:

	Buildings	Other assets (wells & septic)	Total
Opening balance, December 31, 2022, as previously reported	-	-	-
Adjustment on adoption of asset retirement obligation standard (note 2)	\$18,151	\$104	\$18,255
Opening balance, December 31, 2022, as restated	\$18,151	\$104	\$18,255
Obligation incurred in year	1,316	-	1,316
Closing balance, December 31, 2023	\$19,467	\$104	\$19,571

Obligation incurred in the current year are related to a new building that was acquired by the City during the current year.

10. NOTES PAYABLE

The City has entered into an agreement with a vendor for acquisition of real property and provided a promissory note in the amount of \$94,000 on January 3, 2023. The City has also concurrently delivered a letter of credit to the vendor to draw on such letter of credit on, and not before, the maturity date in full and final satisfaction of City's obligation under the above promissory note. Subsequent to the year end, the payment to vendor was made by the City.

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11. DEFERRED REVENUES

Deferred revenue represents user charges and fees which have been collected but for which the related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed. The following represents the activity and year end balances for deferred revenue.

	Opening balance	Receipts	Revenue earned	Closing Balance
Obligatory reserve funds:				
Development charges	\$120,234	\$25,092	\$21,516	\$123,810
Parkland cash-in-lieu	-	4,075	4,075	-
Canada Community Building Fund	21,849	11,950	14,446	19,353
Section 37 funds	6,819	1,447	25	8,241
Other	3	-	-	3
	148,905	42,564	40,062	151,407
General:				
Deferred revenue and deposits	22,211	47,683	40,079	29,815
	\$171,116	\$90,247	\$80,141	\$181,222

12. EMPLOYEE FUTURE BENEFITS LIABILITIES

	2023	2022
Long-term disability benefits	\$6,155	\$5,921
Post-employment benefits	18,808	18,513
Vested sick leave benefits	7,161	6,763
Workplace Safety & Insurance Board	6,950	5,314
	\$39,074	\$36,511
Vacation pay - City	4,009	3,624
Vacation pay - Library	181	159
	\$43,264	\$40,294

a) Long-Term Disability Benefits (LTD)

The City provides long-term disability benefits to eligible employees. At year end, the accrued liability of \$6,155 (2022 – \$5,921) represents the actuarial valuation of benefits to be paid, based on the history of claims with employees. The City has established a long-term disability reserve to reduce the future impact of these obligations. The accrued benefit liability and the net benefit cost for the fiscal year were determined by an actuarial valuation for December 2020 and projected to December 2023.

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12. EMPLOYEE FUTURE BENEFITS LIABILITIES (continued)

b) Post-Employment Benefits

The City provides for post-employment benefits (extended health and dental benefits) to eligible retiring employees to age 65. The City recognizes these post-employment costs as they are earned during the employee's tenure of service. The post-employment benefit liability at December 31, 2023 is \$18,808 (2022 – \$18,513). The accrued benefit liability and the net benefit cost for the fiscal year were determined by an actuarial valuation for December 2021 and projected to December 2023.

c) Vested Sick-Leave Benefits

Under the sick-leave benefit plan, which is available only to the City's Firefighters, employees can accumulate unused sick leave and may become entitled to a cash payment when they leave the City's employment. The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on termination, amounted to \$7,161 (2022 - \$6,763). The accrued benefit liability and the net benefit cost for the fiscal year were determined by an actuarial valuation for December 2021 and projected to December 2023.

d) Workplace Safety and Insurance Board (WSIB) Obligations

Effective January 1, 1999, the Corporation of the City of Markham became a Schedule II employer under the Workplace Safety and Insurance Act and follows a policy of self-insurance for all its employees. The City remits payments to the WSIB as required to fund disability payments. The estimated future liability relating to WSIB amounted to \$6,950 (2022 - \$5,314) and was determined by an actuarial valuation. A Workplace Safety and Insurance Reserve Fund, funded by annual contributions from the Operating Fund, has been established to protect against any unknown future liability. The accrued benefit liability and the net benefit cost for the fiscal year were determined by an actuarial valuation for December 2022 and projected to December 2023.

Information about the City's self-insured, defined benefit plans is as follows:

	LTD	Post employment benefits	Vested sick- leave	WSIB	2023	2022
Accrued benefit liability, beginning of year	\$ 5,921	\$ 18,513	\$ 6,763	\$ 5,314	\$ 36,511	\$ 30,824
Service cost	977	939	596	889	3,401	2,701
Interest cost	116	737	288	346	1,487	1,328
Increase due to plan amendment/survivor awards	-	-	-	1,454	1,454	5,315
Benefit payments	(856)	(1,317)	(571)	(1,310)	(4,054)	(3,526)
Amortization of actuarial loss (gain)	(3)	(64)	85	257	275	(131)
Accrued benefit liability, end of year	\$ 6,155	\$ 18,808	\$ 7,161	\$ 6,950	\$ 39,074	\$ 36,511
Unamortized actuarial (gain) loss	207	(189)	(345)	(2,336)	(2,663)	852
Accrued benefit obligation, end of year	\$ 6,362	\$ 18,619	\$ 6,816	\$ 4,614	\$ 36,411	\$ 37,363

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12. EMPLOYEE FUTURE BENEFITS LIABILITIES (continued)

The actuarial valuations of the plans were based upon a number of assumptions about the future events, which reflect management's best estimates. The following represents the significant assumptions made:

	LTD	Post employment benefits	Vested sick- leave	WSIB
Expected inflation rate	N/A	1.75%	1.75%	2.50%
Expected level of salary increase	N/A	2.75%	2.75%	3.00%
Interest discount rate	2.00%	4.00%	4.00%	4.50%
Expected Average Remaining Service Life (EARS�) in years	N/A	13	13	11

13. LONG-TERM LIABILITIES

On July 1, 2010 and April 14, 2014, the City received a loan from Canada Mortgage Housing Corporation (CMHC) and Federation of Canadian Municipalities (FCM) respectively through the Region. As a lower-tier municipality the City does not have the ability to borrow long-term funds, and as such the borrowing was done through the Region.

- The loan of \$12,000 received on July 1, 2010 was used to fund the purchase of the Markham District Energy Birchmount plant. The plant was subsequently leased back to Markham District Energy (MDE), a 100% owned subsidiary of MEC. The loan is to be amortized over a period of 20 years, at an interest rate of 4.04%. An annual payment to the Region of \$886 consists of principal and interest.
- The loan of \$4,000 received on April 14, 2014 was used to fund the cost of Cornell Community Centre. The loan is to be amortized over a period of 20 years, at an interest rate of 2%. An annual payment to the Region of \$244 consists of principal and interest.

Principal payments are repayable annually as follows:

2024	\$870
2025	901
2026	934
2027	967
2028	1,002
2029 and thereafter	2,934
	<u>\$7,608</u>

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(All dollar amounts are in \$000's)

14. TANGIBLE CAPITAL ASSETS

a) Assets under construction

Assets under construction having a value of \$39,904 (2022 - \$132,403) have not been amortized. Amortization of these assets will commence when the asset is put into service.

b) Contributed Tangible Capital Assets

Contributed tangible capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$230,273 (2022 - \$86,126) comprised of land in the amount of \$210,723 (2022 - \$63,056), infrastructure in the amount of \$14,135 (2022 - \$13,713) and waterworks equipment and infrastructure in the amount of \$5,415 (2022 - \$9,357).

c) Tangible Capital Assets Disclosed at Nominal Values

Where an estimate of fair value cannot be made, the tangible capital asset is recognized at a nominal value. Land is the only asset where nominal values are assigned.

d) Works of Art and Historical Treasures

The City manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

e) Asset retirement obligations

As a result of adoption of PS 3280 Asset Retirement Obligation, the tangible capital assets include followings under addition to tangible capital assets \$18,255 and amortization expenses \$17,681 as at December 31, 2022.

THE CORPORATION OF THE CITY OF MARKHAM
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14. TANGIBLE CAPITAL ASSETS (continued)

	Cost						Accumulated Depreciation						Net Book Value	
	Dec 31, 2022, previously reported	ARO adjustment	Re-stated Jan 1, 2023	Additions/ transfers	Disposals & Adjustments	Dec 31, 2023	Dec 31, 2022, previously reported	ARO adjustment	Re-stated Jan 1, 2023	Disposals & For the year	Adjustments	Dec 31, 2023		
													2023	2022 (re- stated)
Land	2,668,893	-	2,668,893	396,491	-	3,065,384	-	-	-	-	-	-	3,065,384	2,668,893
Buildings	447,661	18,151	465,812	18,649	-	484,461	167,153	17,604	184,757	12,132	-	196,889	287,572	281,055
Equipment	39,240	-	39,240	8,653	(3,228)	44,665	19,208	-	19,208	4,523	(3,228)	20,503	24,162	20,032
Furniture & Fixtures	3,926	-	3,926	96	(650)	3,372	2,985	-	2,985	220	(650)	2,555	817	941
Infrastructure	1,576,062	104	1,576,166	52,426	(12,367)	1,616,225	601,537	77	601,614	39,788	(12,367)	629,035	987,190	974,552
Library materials, furniture & fixtures	17,494	-	17,494	1,596	(2,564)	16,526	11,030	-	11,030	2,022	(2,564)	10,488	6,038	6,464
Parks & Pathways	118,186	-	118,186	5,358	(3,335)	120,209	44,605	-	44,605	6,242	(3,335)	47,512	72,697	73,581
Vehicles	14,836	-	14,836	3,115	(1,087)	16,864	9,392	-	9,392	1,687	(1,087)	9,992	6,872	5,444
Waterworks equipment & infrastructure	1,133,530	-	1,133,530	19,121	(2,245)	1,150,406	404,185	-	404,185	17,507	(2,245)	419,447	730,959	729,345
Total	6,019,828	18,255	6,038,083	505,505	(25,476)	6,518,112	1,260,095	17,681	1,277,776	84,121	(25,476)	1,336,421	5,181,691	4,760,307
Capital Work in progress	132,403	-	132,403	(92,499)	-	39,904	-	-	-	-	-	-	39,904	132,403
Grand Total	6,152,231	18,255	6,170,486	413,006	(25,476)	6,558,016	1,260,095	17,681	1,277,776	84,121	(25,476)	1,336,421	5,221,595	4,892,710

THE CORPORATION OF THE CITY OF MARKHAM
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For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

15. USER CHARGES

	2023	2022
Water and sewer billing to ratepayers	\$143,876	\$138,965
Engineering	13,387	24,229
Recreation programs	12,751	7,397
Facility rentals	10,874	8,132
Building permits	10,590	9,317
Planning	9,322	11,494
Other	5,576	5,986
Landscaping	4,424	4,748
Culture venues	3,381	2,133
Parking violations	3,073	2,320
Licenses	1,829	1,940
Total	\$219,083	\$216,661

Other user charges includes property tax administration fees, waterworks services, and legal administration fees.

16. GOVERNMENT TRANSFERS

The City recognizes the transfer of government funding as revenue in the year the events giving rise to the transfer occur. The details of government transfers for the year are:

	2023	2022
Provincial Grants:		
General government	\$ -	\$ 10
Environmental services	2,173	2,066
Recreation and cultural services	397	389
Planning and development services	587	470
	\$ 3,157	\$ 2,935
Federal Grants:		
General government	14,559	12,086
Environmental services	3,491	13,866
Recreation and cultural services	348	556
Planning and development services	12	-
	\$ 18,410	\$ 26,508
	\$ 21,567	\$ 29,443

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17. ACCUMULATED SURPLUS

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2023	2022
City operating fund surplus including library, community boards, Destination Markham Corporation and business improvement areas	\$13,889	\$15,711
Less: transferred to reserve and reserve funds	(9,650)	(12,445)
	\$4,239	\$3,266
Equity in Markham Enterprises Corporation	407,946	398,438
Invested in tangible capital assets	5,221,595	4,892,710
Adjustment for real property acquisition due to timing	(94,000)	-
Other	(58,368)	(48,233)
	\$5,481,412	\$5,246,181
RESERVES SET ASIDE FOR SPECIFIC PURPOSES BY COUNCIL		
Berczy landscape feature	\$203	\$203
Building fee	15,164	14,513
Capital gains	12,492	7,203
Corporate rate stabilization	30,056	29,045
COVID	2,996	6,702
Development fee	59,604	51,668
Election expenses	240	63
Election rebates	605	700
Facility ramp up	38,982	31,559
Firefighters sick leave benefits	7,260	6,763
Insurance	4,586	4,451
Long-term disability benefits	25,685	24,711
Waterworks	102,253	90,821
Total reserves	\$300,126	\$268,402
RESERVE FUNDS SET ASIDE FOR SPECIFIC PURPOSES BY COUNCIL		
Cemetery expenses	\$133	\$126
Emerald Ash Borer	192	192
Environmental land acquisition	13,058	12,184
Environmental sustainability fund	70	67
Heritage	490	499
Heritage land acquisition	888	6,700
Land acquisition	(359,556)	(335,421)
Library infrastructure	7,024	6,688
Life cycle replacement and capital	227,069	193,436
Museum	-	20
Non-DC growth	17,843	18,461
Post retirement benefits	20,087	18,513
Public art acquisition	6,934	5,165
Stormwater fee	(1,324)	(8,236)
Theatre	1,046	959
Trees for Tomorrow program	517	599
Workplace Safety & Insurance Board (WSIB)	7,656	5,511
WSIB excess compensation	3,014	2,501
Total reserves fund	(\$54,859)	(\$72,036)
Total	\$5,726,679	\$5,442,547

THE CORPORATION OF THE CITY OF MARKHAM
Notes to the Consolidated Financial Statements
For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

18. COMMITMENTS

As at December 31, 2023, the City is committed to minimum annual operating lease payments for premises and equipment as follows:

2024	\$106
2025	106
2026	106
2027	92
2028 and thereafter	45
	<u>\$455</u>

19. CONTINGENCIES

Unsettled Legal Claims and Potential Other Claims

The City has been named as the defendant in certain legal actions in which damages have been sought. The outcome of these actions is not determinable at this time and, accordingly, no provision has been made in these financial statements for any liability that may result.

20. SEGMENTED INFORMATION

The City is a diverse municipal government that provides a wide range of services to its citizens. For management reporting purposes, the City's operations and activities are organized functionally based on services provided. Certain allocation methodologies are employed in the preparation of segmented financial information. User charges and other revenues are allocated to the segments based upon the segment that generated the revenue. Government transfers are allocated to the segment based upon the purpose for which the transfer was made. Deferred revenues earned and developer contributions are allocated to General Government.

The segmented information of revenues and expenses with a brief description of the service area, is as follows:

a) General Government

General government service area includes the Office of Mayor and Members of Council, Chief Administrative Officer, (People Services (Human Resources), Legal, Sustainability & Asset Management Office, Legislative Services, Financial Services, Corporate Communications and Community Engagement, and Information Technology Services. The departments are responsible for general governance and corporate management.

b) Protection to Persons and Property

Protection service area includes Fire and Emergency Services and Building Standards. The departments are responsible to perform fire prevention and protection, fire alarm, building services and other auxiliary services.

THE CORPORATION OF THE CITY OF MARKHAM
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(All dollar amounts are in \$000's)

20. SEGMENTED INFORMATION (continued)

c) Transportation Services

Transportation service area includes Roads, Parking Control and Asset Management. The departments are responsible for road maintenance, hard-top and loose-top maintenance, winter patrol, salt, sanding, snow removal, street lighting and administration of facilities and parking.

d) Environmental Services

Environmental service area includes Waterworks and Waste Management. The departments are responsible for the administration of the sanitary and storm sewer system, distribution of water, and the administration of garbage collection and garbage recycling.

e) Recreation and Cultural Services

The recreation and cultural service area includes Park, Recreation services, Culture services and Markham Public Libraries. The departments are responsible for providing and facilitating the development and maintenance of high-quality parks, recreation services and cultural services, and administration of libraries.

f) Planning and Development Services

Planning and development services area includes Planning and Urban Design and Engineering. The departments are responsible for administration of land use plans and policies for sustainable development of the City.

g) Other

The Legislative Services department is responsible for administration of cemetery maintenance and morgues.

THE CORPORATION OF THE CITY OF MARKHAM
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For the year ended December 31, 2023 with comparative figures for 2022
(All dollar amounts are in \$000's)

20. SEGMENTED INFORMATION (continued)

	General government	Protection to persons and property	Transportation services	Environmental services	Recreation and cultural services	Planning and development services	Other	2023	2022 (re- stated)
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
Property taxes	184,417	-	-	-	-	-	-	184,417	174,977
User charges	4,584	12,604	17,048	145,193	25,906	13,747	1	219,083	216,661
Government transfers	14,559	-	-	5,664	745	599	-	21,567	29,443
Contribution from developers and others	230,273	-	-	-	-	-	-	230,273	86,041
Investment income	27,615	-	-	-	-	-	-	27,615	18,911
Tax penalties	6,300	-	-	-	-	-	-	6,300	6,044
Gain (loss) on sale of tangible assets	267	-	-	-	-	-	-	267	282
Deferred revenue earned	32,433	-	-	-	-	-	-	32,433	133,302
Equity in income of Markham Enterprises Corporation	25,441	-	-	-	-	-	-	25,441	12,086
Other	17,262	534	1,408	1,006	819	292	3	21,324	19,748
Total revenues	543,151	13,138	18,456	151,863	27,470	14,638	4	768,720	697,495
Expenses									
Salaries, wages and employee benefits	32,941	53,757	17,317	8,445	51,656	10,257	-	174,373	161,452
Operating materials and supplies	12,850	1,820	7,461	1,596	14,033	1,205	30	38,995	34,303
Contracted services	17,286	2,136	14,274	132,726	12,213	5,747	-	184,382	177,701
Rents and financial expenses	(2,281)	195	200	3,145	809	103	-	2,171	1,875
External transfers to others	212	-	-	-	59	-	-	271	163
Long term debt charges	275	-	-	-	-	-	-	275	305
Amortization of tangible capital assets	5,427	1,661	32,700	25,075	19,258	-	-	84,121	81,203
Total expenses	66,710	59,569	71,952	170,987	98,028	17,312	30	484,588	457,002
Annual surplus/(deficit)	476,441	(46,431)	(53,496)	(19,124)	(70,558)	(2,674)	(26)	284,132	240,493

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21. BUDGET FIGURES

The budget figures presented in these consolidated financial statements are based on the Council approved 2023 budget (inclusive of in-year additions to the capital budget due to change in Municipal Act, 2001 – note 1(q)). The following table reconciles the approved budget figures as presented in these consolidated financial statements using the accrual basis of accounting.

	2023	2022
	\$	\$
Revenues		
Approved operating budget	444,715	423,455
Approved capital budget	262,645	110,263
Transfer from reserve funds	(118,495)	(53,023)
Total revenues	588,865	480,695
Expenses		
Approved operating budget	444,715	423,455
Transfer to reserve funds	(62,879)	(56,910)
Expenses not capitalized	50,230	29,972
Post-employment benefit expenses	875	822
Amortization	83,836	79,345
Total expenses	516,777	476,684
Annual surplus/(deficit)	72,088	4,011

22. TRUST FUNDS

Trust funds administered by the City for the benefit of others amounting to \$2,455 (2022 - \$2,449) have not been included in the Consolidated Statement of Financial Position of the City nor have their operations been included in the Consolidated Statement of Operations and Accumulated Surplus of the City. The details of the trust funds are as follows:

a) Morgan Park Trust Fund

The T. & G. Morgan Memorial Fund in Markham Village was established in 1918 as a result of the last Will and Testament of George Morgan to hold funds, the interest earned on which can be used to offset certain maintenance costs of Morgan Park. As at December 31, 2023 the trust fund balance was \$91 (2022 - \$89).

b) Varley-McKay Art Foundation Trust Fund

The Varley-McKay Art Foundation Trust Fund was established by Council Resolution on December 11, 2001. This trust is funded by the amount received from the Estate of Kathleen G. McKay. Interest earned on these funds is available to the Varley-McKay Art Foundation of Markham to fund art appreciation and development. As at December 31, 2023 the trust fund balance was \$1,299 (2022 - \$1,299).

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22. TRUST FUNDS (continued)

c) Markham Environmental Advisory Committee Trust Fund

The Markham Environmental Advisory Committee (previously the Markham Conservation Committee) Trust Fund was established by Council Resolution on April 15, 1992 to receive donations, grants, subsidies, and other amounts, to be used to cover costs associated with conservation and naturalization programs and projects undertaken by the Markham Environmental Advisory Committee. As at December 31, 2023 the trust fund balance was nil (2022 - \$nil).

d) Cemetery Trust Fund

The Cemetery Trust Fund was established under the Regulations of the Cemeteries Act to accumulate certain funds from the sale or transfer of an interment right to a purchaser in accordance with the Regulations. These funds are to be held in trust for the care and maintenance of the cemetery. Interest earned on amounts held by the Fund is used towards the maintenance, security and preservation of the cemetery, its grounds, buildings, equipment and markers in accordance with the Regulations. As at December 31, 2023 the trust fund balance was \$945 (2022 - \$944).

e) Older Adults In Action Trust Fund

Council Resolution established the Older Adults in Action Trust Fund on March 10, 1998 to collect donations for the Club and Older Adult Centre. As at December 31, 2023 the trust fund balance was \$12 (2022 - \$11).

f) Markham History - Research and Publication Trust Fund

The Markham History – Research and Publication Trust Fund was established by Council Resolution on June 1, 2004 to plan and monitor the implementation of research, writing, digitizing and production of historical media that illuminates various themes in Markham's history. As at December 31, 2023 the trust fund balance was \$109 (2022 - \$106).

23. CONTRACTUAL RIGHTS

City revenues to be generated in the future, in relation to existing lease agreements are approximately \$28,898. The City has also entered into Provincial funding agreements, whereby the estimated future funding is \$55,873.

Year	Lease agreements	Provincial funding agreements
2024	4,810	10,643
2025	4,769	11,086
2026	3,622	11,086
2027	3,489	11,529
2028	3,425	11,529
2029 and thereafter	8,783	-
Total	28,898	55,873

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Notes to the Consolidated Financial Statements
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24. FINANCIAL INSTRUMENTS

(a) Fair value measurement hierarchy:

All financial instruments must be classified in accordance with the significance of the inputs used in making fair value measurements. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- Level 1: when valuation can be based on quoted prices in active markets for identical assets and liabilities;
- Level 2: when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable; and
- Level 3: when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

Fair value inputs are taken from observable markets where possible, but if they are unavailable, judgement is required in establishing fair value. The City's fair value hierarchy is classified as Level 2 for PPN. The classification for disclosure purposes has been determined in accordance with generally accepted pricing models, based on discounted cash flow analysis, with the most significant inputs being the contractual terms of the instrument and the market discount rates that reflect the credit risk of counterparties.

	Level 1	Level 2	Level 3	2023
	\$	\$	\$	\$
Financial Assets:				
Cash and cash equivalents	214,766	-	-	214,766
Investments	148,027	117,473	-	265,500
Property tax receivable	43,530	-	-	43,530
Accounts receivable	82,885	-	-	82,885
Financial Liabilities:				
Accounts payable and accrued liabilities	160,936	-	-	160,936
Notes payable	94,000	-	-	94,000
Long-term liabilities	7,608	-	-	7,608

The carrying amount of cash & cash equivalents, investments excluding those as disclosed in note 5, property tax receivables, accounts receivable, investment in Markham Enterprises Corporation, liability for sub-division development, customer deposits, accounts payable and accrued liabilities, employee future benefits liabilities, long-term liabilities, and contract holdbacks approximate their fair value due to the short-term maturity of these financial instruments.

THE CORPORATION OF THE CITY OF MARKHAM
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The carrying value and fair value of the Corporation's other financial instruments are as follows:

Description	2023		2022	
	Carrying value	Fair value	Carrying value	Fair value
	\$	\$	\$	\$
Assets:				
Investments				
Principal protected notes	107,000	117,473	93,000	105,822
Bonds	103,027	104,623	98,399	87,369
GICs	45,000	45,000	71,493	71,493
	255,027	267,096	262,892	264,684

(b) Credit Risk:

Credit risk is the risk of a financial loss to the City if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the City consisting of accounts receivables.

As at December 31, 2023 there were no significant balances of accounts receivable due from any single customer. There was nil (2022 - \$nil) of write-offs during the year except for the write offs of \$785 (2022 - \$129) related to section 354 of the Municipality Act, 2001 which was approved by the City Council. The City actively monitors accounts receivable and has the right to enforce payment as per the contract.

(c) Liquidity Risk:

Liquidity risk is the risk that the City will not be able to meet its obligations as they become due. The City's objective is to have sufficient liquidity to meet these liabilities when due. The City monitors its cash balance and cash flows generated from operations to meet its liquidity requirements.

2023	Contractual cash flows				
	Carrying value	Within 1 year	1-5 years	>5 years	Total
Description	\$	\$	\$	\$	\$
Accounts payable and accrued liabilities	160,936	160,936	-	-	160,936
Liability for asset retirement obligation	19,571	-	-	19,571	19,571
Notes payable	94,000	94,000	-	-	94,000
Long term liabilities	7,608	870	5,698	1,040	7,608
	282,115	255,806	5,698	20,611	282,115
2022	Contractual cash flows				
	Carrying value	Within 1 year	1-5 years	>5 years	Total
Description	\$	\$	\$	\$	\$
Accounts payable and accrued liabilities	157,165	157,165	-	-	157,165
Liability for asset retirement obligation	18,255	-	-	18,255	18,255
Long term liabilities	8,448	840	4,710	2,898	8,448
	183,868	158,005	4,710	21,153	183,868

THE CORPORATION OF THE CITY OF MARKHAM
Notes to the Consolidated Financial Statements
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(All dollar amounts are in \$000's)

(d) Market Risk:

Market risk is the risk that changes in market price, such as foreign exchange rates, interest rates and other price risks, will affect the City's net results of operations or the fair value of its holdings of financial instruments.

- Foreign currency risk – the City is not exposed to any significant currency risk due to limited foreign currency transactions.
- Interest rate risk – the City limits its exposure to interest rate risk by issuing long-term fixed rate debt in the form of debentures, and promissory notes. At December 31, 2023, the City did not hold financial assets or financial liabilities that expose it to significant variation in cash flow due to fluctuations in interest rates.
- Other price risk – other price risk arises when the fair value of equity funds changes due to a decrease in a stock market index or other risk variables. The City's exposure to this type of risk is limited to investments in PPN.

25. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the consolidated financial statements presentation adopted in the current year.



Appendix B

The Corporation of the City of Markham

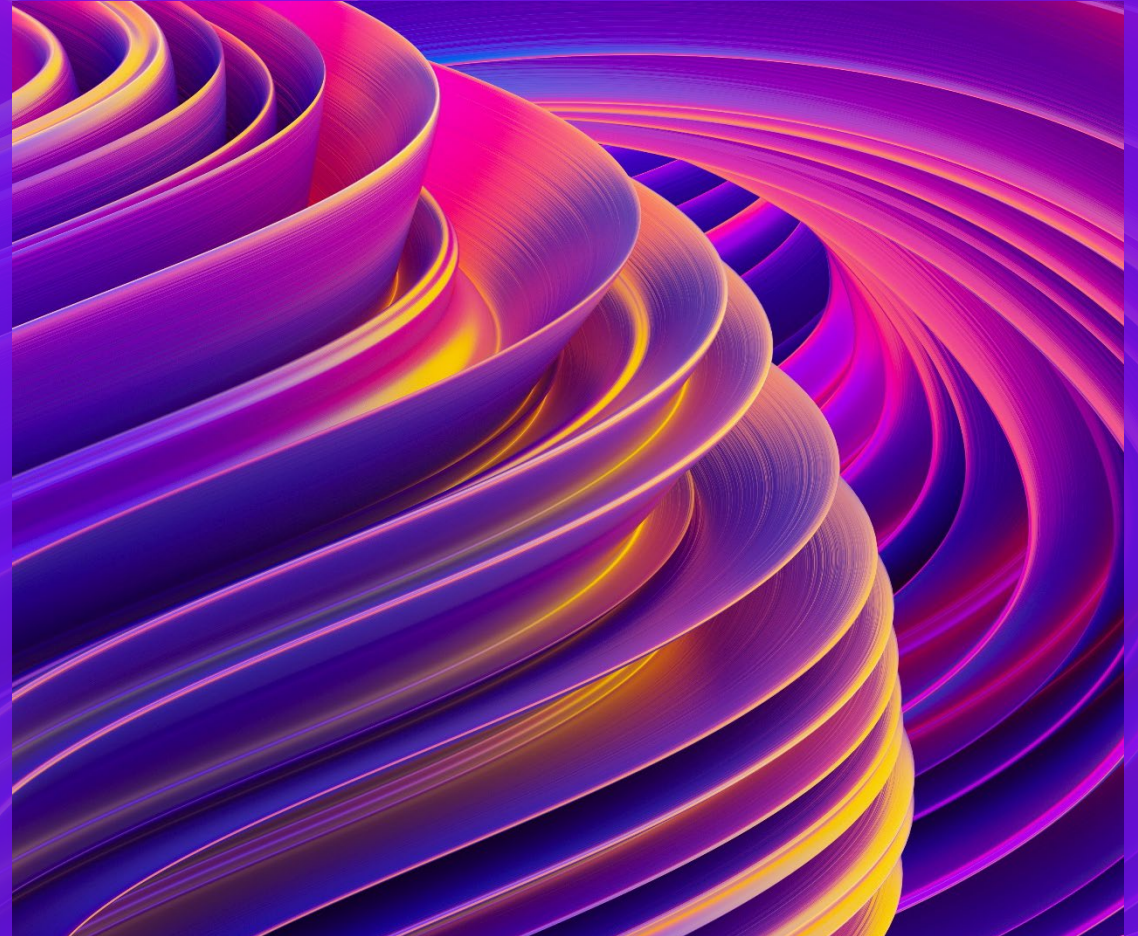
**Audit Findings Report
for the year ended
December 31, 2023**

KPMG LLP

Licensed Public Accountants

Prepared as of April 8, 2024 for presentation to the General Committee
of Council Members on April 16, 2024

kpmg.ca/audit



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Digital use information

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

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



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

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Control deficiencies

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Policies and practices

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Appendices

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

Audit highlights



No matters to report



Matters to report – see link for details

Status

We have completed the audit of the consolidated financial statements (“financial statements”) of the City of Markham, with the exception of certain remaining outstanding procedures, which are highlighted on the ‘Status’ slide of this report.



Policies and practices



Accounting policies and practices



Control deficiencies



Significant deficiencies



Risks and results



Presumption of the risk of fraud involving improper revenue recognition



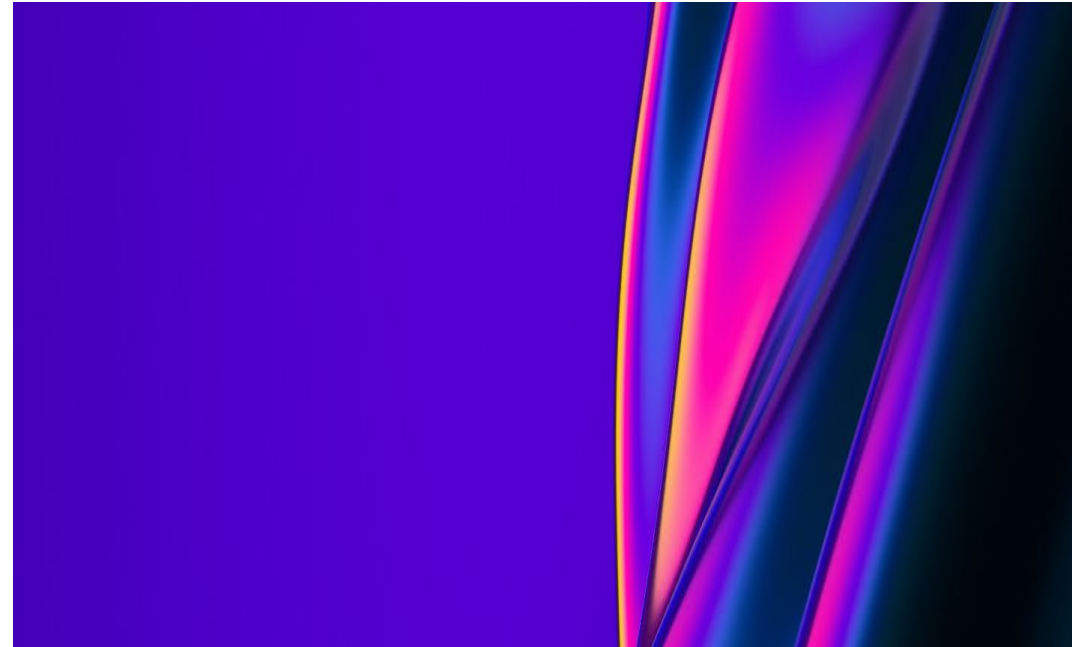
Management Override of Controls



Other significant findings and results

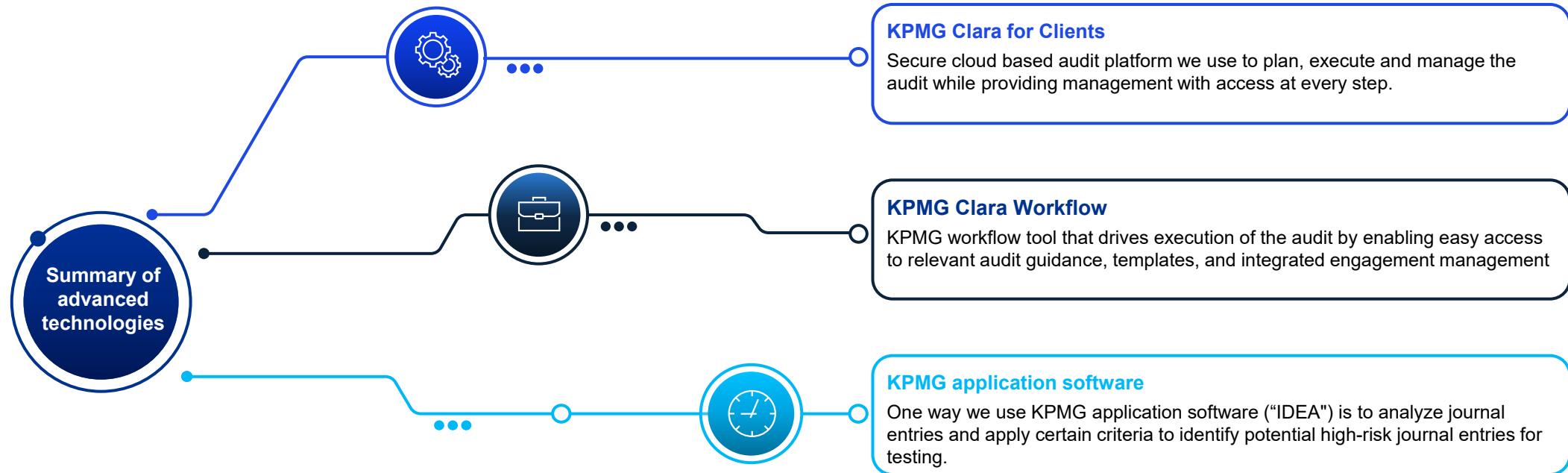


- Asset retirement obligation
- Financial instruments
- Tangible capital assets
- Deferred revenue earned
- Employee future benefits liabilities
- Contingencies
- Markham Enterprise Corporation



Technology highlights

As previously communicated in our audit planning report, we have utilized technology to enhance the quality and effectiveness of the audit.



KPMG's software audit tools are intended to be used as internal enablement tools in conjunction with the performance of audit services. Information resulting from use of software audit tools may not be used as a basis for management's conclusions as to the fairness of presentation of its financial statements or form a part of the internal control.

Status

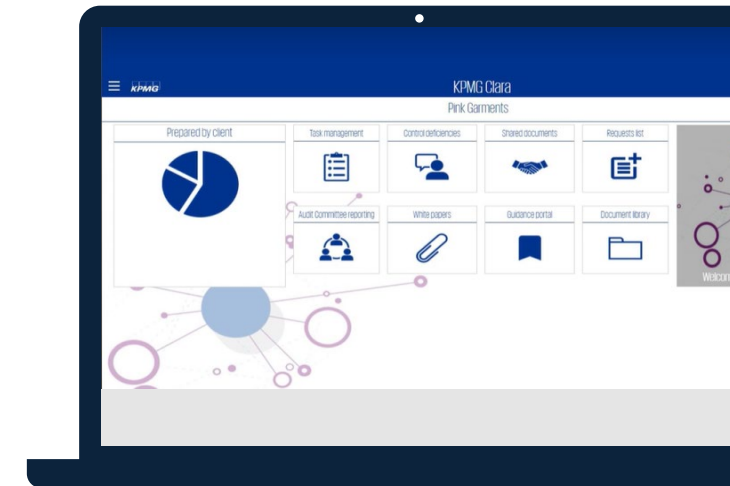
As of the date of preparation of this Audit Findings Report, we have completed the audit of the consolidated financial statements, with the exception of certain remaining procedures, which include amongst others:

- Completion of substantive procedures for asset retirement obligation
- Completion of deferred revenue substantive procedures
- Completing our discussions with the General Committee of Council Members
- Obtaining evidence of Management's approval of the financial statements
- Completion of subsequent event review procedures
- Completion of legal inquiries follow-up
- Receipt of signed management representation letter (to be signed upon approval of the financial statements)

We will update the General Committee of Council Members, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditor's report will be dated upon the completion of any remaining procedures.

KPMG Clara for Clients (KCfc)



Real-time collaboration and transparency

We leveraged **KCfc** to facilitate real-time collaboration with management and provide visual insights into the status of the audit!



Significant risks and results

We highlight our significant findings in respect of **significant risk**.



Presumption of the risk of fraud involving improper revenue recognition

RISK OF
 
 ERROR FRAUD

Other significant findings

Estimate?

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

No

The primary risk of fraudulent revenue recognition resides with manual journal entries for revenue transactions not in the normal course of business, specifically related to management's calculation of the deferred revenue – obligatory reserve funds.

Our response

- Our audit methodology incorporated the required procedures in professional standards to address this risk.
- Our audit approach consisted of evaluating the design and implementation of selected relevant controls. We tested journal entries that meet specific criteria. This criteria was designed during the planning phase of the audit and is based on areas and accounts that are susceptible to manipulation through management override. We also designed search filters that allowed us to identify any unusual journal entries.
- As part of our audit approach to address the inherent risk of error in revenue recognition, we substantively tested revenues (both recognized and amounts held as deferred at year end). We also incorporated an element of unpredictability into the journal entries and revenue testing.
- We reviewed controls implemented pertaining to revenue recognition and performed walkthroughs of key controls surrounding the revenue process.

Significant findings

- We did not identify any issues related to fraud risk associated with revenue recognition.

Significant risks and results



Management Override of Controls

RISK OF



FRAUD

Other significant findings

Estimate?

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

No

Our response

- As this risk is not rebuttable, our audit methodology incorporated the required procedures in professional standards to address this risk.
- We performed procedures consistent with professional standards to address this risk. These procedures include the following:
 - testing of journal entries and other adjustments;
 - performing retrospective review of estimates;
 - evaluating the business rationale of significant unusual transactions.

Significant findings

- We did not identify any issues or concerns regarding management override of controls.

Other significant findings and results

We highlight **other significant findings**, including such findings in other areas of focus as identified in the Audit Plan as follows:



Asset retirement obligations

Other significant findings	Estimate?
<p>The new standard PS 3280 Asset retirement obligations (“ARO”) came into effect for fiscal year ended on December 31, 2023. The new ARO standard requires the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The assessment of these future legal obligations requires management to perform a comprehensive analysis of controlled assets, along with the development of estimates to evaluate an estimated liability at the financial reporting dates of December 31, 2023 and December 31, 2022. The City has adopted the modified retroactive approach, which entails a recognition of the ARO liability as at January 1, 2022. See change in accounting policy note for restatement details.</p> <p>Using the modified retroactive method, the City has recognized ARO as at January 1, 2022 with a restatement of the opening accumulated surplus as at January 1, 2022. See note 2 in the financial statements for the change in accounting policy note.</p>	Yes

Our response and significant findings

- We obtained the City’s ARO policy and the corresponding ARO implementation memo and performed a review to ascertain their alignment with the requirements of the PS 3280. We performed an assessment of the reasonableness of the City’s scoping decisions and the rationale for excluding certain TCA items to determine whether they are in compliance with standard guidelines and general practice across industry.
- We obtained City’s ARO model assessment and performed the following procedures:
 - We reviewed the City’s ARO model and performed an assessment of the mathematical accuracy and related calculations of ARO liability at asset category level.
 - We obtained an understanding of significant assumptions made in the development of the ARO model and evaluated these assumptions for their reasonableness.
 - We reviewed the cost per square foot analysis for asbestos, as developed by management, and verified all inputs against supporting documentation to ensure reasonable and accurate cost was applied to all in-scope assets in the ARO model. For any inputs that incorporated significant assumptions, we evaluated the reasonableness of these assumptions and compared to the external sources or general industry practice.
 - We selected samples of in-scope assets where measurement of ARO has been calculated and agreed to relevant inputs to supporting documentation.
- We conducted meetings with significant internal subject matter experts involved in the ARO model development to evaluate their extent of involvement, area of expertise and relevant skills and capabilities. We assessed the qualifications, competence and objectivity of these internal experts as required by the Canadian auditing standards.
- We assessed the disclosures in the financial statements against the requirements of the PS 3280 to ensure disclosures are in accordance with PS 3280.
- We did not note any issues in the City’s adoption process of new ARO accounting standard. The measurement and recognition of ARO obligation is reasonable.

Other significant findings and results



Financial instruments

Other significant findings

Estimate?

The new standard PS 3450 Financial instruments came into effect for the fiscal year ended on December 31, 2023, and is to be prospectively applied from January 1, 2023. This standard sets forth the guidelines for accounting for financial assets and liabilities, including derivative financial instruments. For items that are reported at fair value, the unrealized gains and losses are required to be reported on a new statement called Statement of Remeasurement Gains and Losses.

Other new standards coming into effect starting fiscal 2023 include PS2601 *Foreign Currency Translation*, PS 1201 *Financial Statement Presentation*, PS 3041 *Portfolio Investments*. These other standards are required to be adopted concurrently with PS 3450 *Financial Instruments*.

Upon evaluation, the City identified that the Principal Protected Notes (PPNs) encompass embedded derivatives and fall under the requirements of PS 3450 to report at fair value due to presence of an embedded derivative. In accordance with PS 3450, the entity has an ability to either bifurcate the embedded derivatives from the host contract or can choose to value the entire contract at its fair value. The City has elected to designate the entire instrument at fair value.

There are no other financial instruments that meet the requirements of mandatory fair value reporting for the City. The City has not elected to report any additional financial instruments at fair value.

During the year, the City recognized 10.5M (2022 – nil) as unrealized gain attributable to revaluation of PPNs, as reflected in the Statement of Remeasurement Gains and Losses.

No

Our response and significant findings

- We obtained and reviewed management's support for fair value reported by the City for PPNs. We obtained investment confirmations from third party financial institutions to examine accuracy and existence of reported fair value of PPNs.
- We performed additional procedures to gain comfort over the valuation of the PPNs by using the actively traded data information from the issuer's website.
- We reviewed the newly introduced Statement of Remeasurement Gains and Losses, and assessed the accuracy of the presentation of unrealized gains and losses incurred on the fair value of financial instruments.
- The City has added additional disclosures related to the financial risks associated with their financial instruments as required by PS 3450 Financial Instruments.
- We assessed the disclosures in the financial statements including the new statement of remeasurement gains and losses against the requirements of the PS 3450.
- Management has assessed the impact of the 'other standards' noted above to be insignificant and immaterial. We agree with management's assessment.

Other significant findings and results



Tangible capital assets

Other significant findings

Estimate?

Tangible capital assets present the biggest non-financial asset for the City. There is a risk of material misstatement related to the existence and accuracy of tangible capital assets and accuracy of timing of revenue recognition, particularly related to funds intended for tangible capital assets.

No

Our response and significant findings

- We reviewed on a sample basis the additions to tangible capital assets and noted that management has appropriately capitalized the additions including transfers from work in progress to tangible capital assets. We obtained assurance related to the accuracy and existence of these additions and also assessed if these additions met the criteria for capitalization.
- We reviewed work in progress to ensure amounts are properly transferred to correct capital asset classes and amortization commences on a timely basis.
- We reviewed financial statement note disclosure in line with the PSAS.
- We obtained amortization policy and assessed reasonableness of estimated useful lives in use and to address the requirements of CAS540, Auditing Accounting Estimates and Related Disclosure related to useful lives.
- There were no other significant findings as a result of our audit procedures for tangible capital assets. The amounts reported for tangible capital assets are reasonable and disclosures in the financial statements are in accordance with the Public Sector Accounting Standards.

Other significant findings and results



Deferred revenue earned

Other significant findings

Estimate?

Recognition of revenue relating to amounts previously deferred as result of legislation or contractual agreements. During our substantive testing, we noted that the City recognized \$32M (2022 -\$133M) of deferred revenue earned.

No

Our response and significant findings

- We obtained the deferred revenue continuity schedule and selected samples for testing to determine if the selected amounts had been recognized in the current year in accordance with the appropriate legislation or agreements that the revenues pertain to.
- We recalculated management's calculation of deferred revenue – obligatory reserve funds as at year-end.
- We also selected a sample of the increases (cash receipts) and decreases (revenue recognized) for deferred revenue during the current year to ensure appropriate revenue recognition.
- No exceptions were noted during testing.

Other significant findings and results



Employee future benefits liabilities

Other significant findings

Estimate?

Employee future benefits represent a liability computed by management's actuarial experts. As the employee future benefits liabilities are significant and complex estimates, KPMG actuarial specialists were involved in completing the audit procedures.

Yes – Employee future benefits obligation

Our response

- We assessed the participant data supplied by management to the Actuary for completeness and accuracy.
- We obtained the actuarial valuation report and engaged our KPMG actuarial specialist team to audit the method and assumptions applied in the valuation.
- We evaluated the discount rate in comparison with rates issued by the Canadian Institute of Actuaries ("CIA") and KPMG LLP.
- We assessed the qualifications, competence and objectivity of the actuary as required by the Canadian auditing standards.
- We assessed the disclosures in the financial statements against the requirements of the PSAS.

Significant findings

- Based on our review of the memo prepared by the Actuary, we noted that method applied for the estimate is acceptable per CIA and PSAS 3250 Retirement Benefits.
- KPMG actuarial specialist team assessed the key assumptions including discount rate used by the Actuary in light of the City's financial results. KPMG specialists noted that the assumptions used were set at the time of the most recent full valuation of the Plans (Dec 31, 2021). This is not in accordance with the Accounting Standard for an unfunded plan which requires assumptions to be appropriate at the measurement date. Some assumptions may not need to be updated annually but certain assumptions such as the discount rate for the funded plans often differ significantly year-over-year due to change in market conditions and thus need to be reassessed and re-determined on an annual basis at each measurement date. For 2023 year-end, this issue has immaterial impact on financial reporting.
- The disclosures included in the financial statements are in accordance with the requirements of the PSAS.
- Based on the audit work performed, we did not note any issues related to the calculation of the City's Employee Benefits Liabilities as at December 31, 2023.

Other significant findings and results



Contingencies

Other significant findings

Estimate?

PSAS 3300 Contingent Liabilities requires that the City recognize a liability when “it is likely that a future event will confirm that a liability has been incurred at the date of the financial statements; and the amount can be reasonably estimated.” At any point in time, the City is subject to a number of matters which could potentially result in the determination of a contingent liability as defined above, including, but not limited to matters such as legal claims, etc.


Yes

At year end, no provision has been made in the consolidated statements for any liability that may result.

Our response and significant findings

- We reviewed the City’s assessments of contingent liabilities and the process employed to develop and record the estimated liabilities. Where applicable, we met with the individuals responsible for the process and are satisfied that the methodology used is consistent with the approach taken in prior years and has been appropriately reviewed.
- We obtained external legal confirmations and reviewed the pending legal matters in terms of determination of likelihood and measurability.
- We did not note any issues in the City’s assessment of contingent liabilities and amount of related liabilities for the year-ended December 31, 2023.

Other significant findings and results

<div>Markham Enterprise Corporation</div>	
Other significant findings	Estimate?
<p>The City recognizes its investment in MEC using the modified equity method. We reviewed the criteria per PS 3070 – Investment in Government Business Enterprises and noted the City’s investment in MEC continues to meet the criteria of the section and therefore it is appropriate to continue to record the investment in MEC using the modified equity method of accounting.</p> <p>Included in the annual surplus for the City for the year is \$25.4M (2022 - \$12.1M), which represents 100% of the net income of MEC for the year. The City’s share of MEC’s other comprehensive loss of \$150K is reported in the Statement of Remeasurement Gains and Losses.</p> <p>During the year, MEC paid the City dividends of \$14.8M (2022 –\$7.4M), which are treated as a reduction to the investment under the modified equity method.</p> <p>There was a return of capital to the City of \$962K (2022 – \$1M), which is also treated as a reduction to the investment.</p>	No
Our response and significant findings	
<ul style="list-style-type: none">• We reviewed the MEC modified equity method calculation for above transactions.• We reviewed notes disclosures and noted these transactions are disclosed properly in Note 7 of the financial statements.• Based on the audit work performed, there were no other items of significance to be reported.	

Control deficiencies

Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to the Entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting

A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.

No significant deficiencies in internal control were noted during the audit.

Accounting policies and practices



Initial selection

The following new accounting standards came into effect for the year ended December 31, 2023 and were implemented by the City:

- PS 3450 *Financial Instruments*, PS 2601 *Foreign Currency Translation*, PS 1201 *Financial Statement Presentation*, PS 3041 *Portfolio Investments*
- PS 3280 *Asset Retirement Obligations*

Impact on adoption of new accounting policies are disclosed in Note 2 to the consolidated financial statements.



Revised

None in 2023.



Significant qualitative aspects

Significant accounting policies are disclosed in Note 1 to the consolidated financial statements

Estimates and assumptions are disclosed in Note 1(p).

Appendices

A

Other required
communications

B

Audit quality

C

Changes in
accounting standards

D

Audit and Assurance
Insights

E

Environmental, social
and governance (ESG)

F

Climate risk in the
financial statements

Appendix A: Other required communications



Engagement terms

A copy of the engagement letter and any subsequent amendments has been provided to the General Committee of Council Members.



CPAB communication protocol

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

- [CPAB Audit Quality Insights Report: 2021 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)

Appendix B: Audit quality - How do we deliver audit quality?

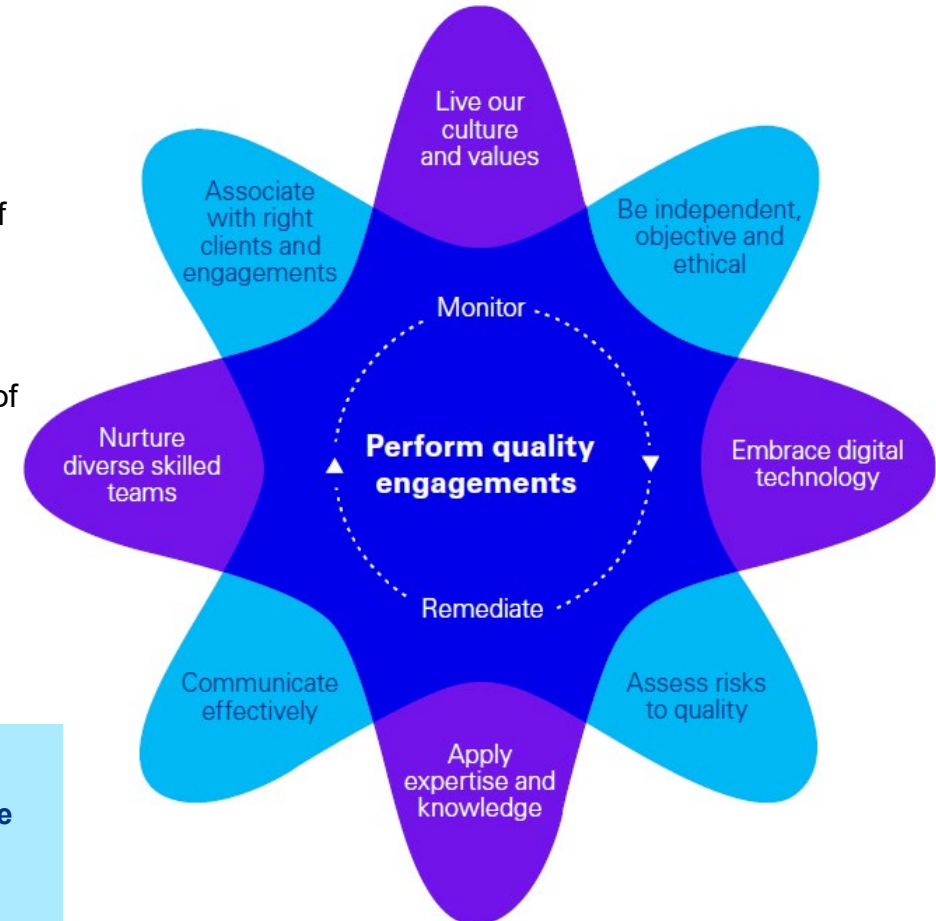
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

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

 [KPMG 2023 Audit Quality and Transparency Report](#)

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

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



Doing the right thing. Always.

Appendix C: Changes in accounting standards

Standard	Summary and implications
Revenue	<ul style="list-style-type: none"> • The new standard PS 3400 <i>Revenue</i> is effective for fiscal years beginning on or after April 1, 2023. • The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. • The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. • The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Purchased Intangibles	<ul style="list-style-type: none"> • The new Public Sector Guideline 8 <i>Purchased intangibles</i> is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted. • The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles. • Narrow scope amendments were made to PS 1000 <i>Financial statement concepts</i> to remove the prohibition to recognize purchased intangibles and to PS 1201 <i>Financial statement presentation</i> to remove the requirement to disclose purchased intangibles not recognized. • The guideline can be applied retroactively or prospectively.



Appendix C: Changes in accounting standards (continued)

Standard	Summary and implications
Public Private Partnerships	<ul style="list-style-type: none"> • The new standard PS 3160 <i>Public private partnerships</i> is effective for fiscal years beginning on or after April 1, 2023. • The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. • The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the public private partnership ends. • The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. • The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project. • The standard can be applied retroactively or prospectively.
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> • The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted. • The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. • The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.

Appendix C: Changes in accounting standards (continued)

Standard	Summary and implications
Financial Statement Presentation	<ul style="list-style-type: none"> • The proposed section PS 1202 <i>Financial statement presentation</i> will replace the current section PS 1201 <i>Financial statement presentation</i>. PS 1202 <i>Financial statement presentation</i> will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted. • The proposed section includes the following: <ul style="list-style-type: none"> • Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. • Separating liabilities into financial liabilities and non-financial liabilities. • Restructuring the statement of financial position to present total assets followed by total liabilities. • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. • A new provision whereby an entity can use an amended budget in certain circumstances. • Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position. • The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model.

Appendix C: Changes in accounting standards (continued)

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

Appendix D: Audit and assurance insights

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

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

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

Audit Committee Guide – Canadian Edition

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

Accelerate 2023

The key issues driving the audit committee agenda in 2023.

Momentum

A quarterly newsletter with the latest thought-leadership from KPMG's subject matter leaders across Canada and valuable audit resources for clients.

KPMG Climate Change Financial Reporting Resource Centre

Our climate change resource center provides insights to help you identify the potential financial statement impacts to your business.

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.

Appendix E: ESG - Global regulatory reporting standards

Global regulatory reporting standards

	ISSB ¹ and CSSB	Canadian regulators (CSA)	US (SEC ^{2,3} and California ⁴)	EU ^{5,6}
Recent Activity	<ul style="list-style-type: none"> On March 13, 2024 the Canadian Sustainability Standards Board (CSSB) released proposals on its first two Canadian Sustainability Disclosure Standards (CSDS): Exposure Draft CSDS 1 (proposed general requirements standard) and Exposure Draft CSDS 2 (proposed climate standard). The proposed standards are aligned with the global baseline disclosure standards IFRS S1 and IFRS S2 with the exception of a Canadian-specific effective date for annual reporting periods beginning on or after January 1, 2025 and incremental transition relief. In June 2023, the International Sustainability Standards Board (ISSB) issued its first two IFRS Sustainability Disclosure Standards – IFRS S1 (general requirements standard) and IFRS S2 (climate standard). The ISSB standards are effective for annual periods beginning on or after January 1, 2024 – subject to local jurisdiction adoption. 	<ul style="list-style-type: none"> In parallel with the CSSB's release of its proposals on March 13, 2024, the Canadian Securities Administrators (CSA) issued a statement noting that they will seek consultation on a revised climate-related disclosure rule following the finalization of CSDS 1 and 2. In October 2021, the CSA issued their original proposed rule, proposed National Instrument 51-107 <i>Disclosure of Climate-related Matters</i>. Bill S-211, Canada's new Act on fighting against forced labor and child labour will take effect on January 1, 2024. Canadian and foreign businesses impacted by the Act will be required to file a report on their efforts to prevent and reduce the risk of forced labour and child labour in their supply chain, by May 31st of each year. 	<ul style="list-style-type: none"> The SEC's final climate rule was issued on March 6, 2024. The final rule will generally apply to all SEC registrants; <i>including</i> foreign private issuers (Form 20-F filers); <i>excluding</i> Canadian issuers reporting under the Multijurisdictional Disclosure System (Form 40-F filers) and asset-backed issuers. The earliest compliance date is the fiscal year beginning in Calendar year 2025 for large accelerated filers. The SEC also issued its final rules on cybersecurity in July 2023 and expects to release proposed disclosure rules on human capital management in spring 2024 and corporate board diversity in fall 2024. On October 7, 2023, the California Governor signed two climate disclosure laws that will shape climate disclosure practices beyond the state's borders. The laws will apply to US businesses (including US subsidiaries of non-US companies) that meet specified revenue thresholds and do business in California. The Governor also signed the California voluntary carbon market disclosures bill. 	<ul style="list-style-type: none"> The European Financial Reporting Advisory Group (EFRAG) was mandated to develop European Sustainability Reporting Standards (ESRSs) setting out the detailed disclosure requirements under the Corporate Sustainability Reporting Directive (CSRD). On July 31, 2023, the European Commission published the final text of its first set of twelve ESRSs as delegated acts The ESRSs will become effective as early as 2024 reporting periods for some companies. There are potentially considerable ESG reporting implications for Canadian entities – as most EU-listed companies and large subsidiaries of Canadian companies with significant operations in the EU are in scope. Non-EU parent entities with substantial activity in the EU may also be in scope, with separate standards to be developed for these entities, with an effective date of 2028 reporting periods

1. Refer to our [ISSB Resource Centre](#) for resources on implementing the IFRS Sustainability Disclosure Standards
2. Refer to our [Defining Issues](#) publication for more information on the SEC's final climate rule
3. Refer to our [Defining Issues](#) publication for more information on the SEC's cybersecurity rules
4. Refer to our [publication](#) on California's introduction of climate disclosures and assurance requirements
5. Refer to our [ESRS Resource Centre](#) for resources on implementing the ESRSs
6. Refer to our [publication](#) on the impact of EU ESG reporting on non-EU companies

Appendix E: Environmental, social and governance (ESG)

How we can help along your ESG reporting journey

Preparing for ESG reporting in accordance with regulatory standards will take substantial time and resources – it is a journey. The end goal is implementing and sustaining ESG external reporting in compliance with the applicable reporting frameworks in such a way that the ESG information and metrics reported can be verified and assured.

As your financial statement auditor, we are able to support you across a number of activities throughout your ESG reporting journey, prior to undertaking assurance readiness or formal assurance on your reported ESG information and metrics.



Establish

- Findings and observations with respect to **materiality assessment**, governance structure, reporting strategy
- **Gap assessment** to global reporting standards (e.g., IFRS S1 and S2)
- **Peer benchmarking and insights** on industry best practices



Implement / Report

- ESG reporting **training** to Board and Management



Assess

- Feedback on **current state operating model**, including processes, people, technology, service delivery model and data
- Review existing **data and estimation methodologies**



Design

- Provide management with feedback on the **reporting roadmap**
- Findings and observations on draft **external disclosures** based on leading practice



Appendix E: Environmental, social and governance (ESG)

Why your auditors should be engaged in the reporting journey

We are one-team at KPMG.

With KPMG's one-team approach, you will benefit from the efficiencies gained by having members of your financial statement audit team engaged in your ESG reporting journey along with our ESG subject matter experts.



We know you

It is important to have a general understanding of the entity and its control environment (e.g., IT systems and underlying processes) to best support you in your ESG reporting journey



Coordinated approach

Management meetings are carried out once and leveraged across your financial statement and ESG journey process, wherever possible



Synergies gained

Key messages and reports to management and the audit committee will be consistent and include both financial and ESG information



Connected to financial statements

Increased demand for consistency between ESG reporting and financial reporting puts us in the best position to support you



Single point of contact

Having KPMG as your ESG service provider – your key audit points of contacts will enable you to get clear perspectives on all your reporting needs when you need them



Future efficiencies

Engaging us in the reporting process today will be an investment that will lead to efficiencies when undergoing limited assurance in the future

Appendix F: Climate risk in the financial statements

All entities are facing climate-related risks and opportunities – and are making strategic decisions in response. The impacts of climate-related risks in the financial statements are broad, potentially complex and will depend on industry-specific risks.

How might climate-related risks impact the financial statements?

01

Assets

Consider the useful lives and residual values of PP&E and intangible assets, cash flow projections used for impairment testing of non-financial assets, and the potential impacts on inventories.

02

Liabilities

Consider the recognition of environmental and decommissioning obligations, accounting for emissions or 'green' schemes, impact on employee-benefit arrangements, and restructuring provisions.

03

Borrowers

Consider the accounting for different forms of government assistance, potential for embedded derivatives in green bonds, lease of green technology, impacts of leasing polluting assets.

04

Lenders

Consider how climate-related risks impact operating and financing leases, the potential impact on expected credit losses, and whether green loans meet the solely payments of principal and interest (SPPI) criterion.

05

Disclosures

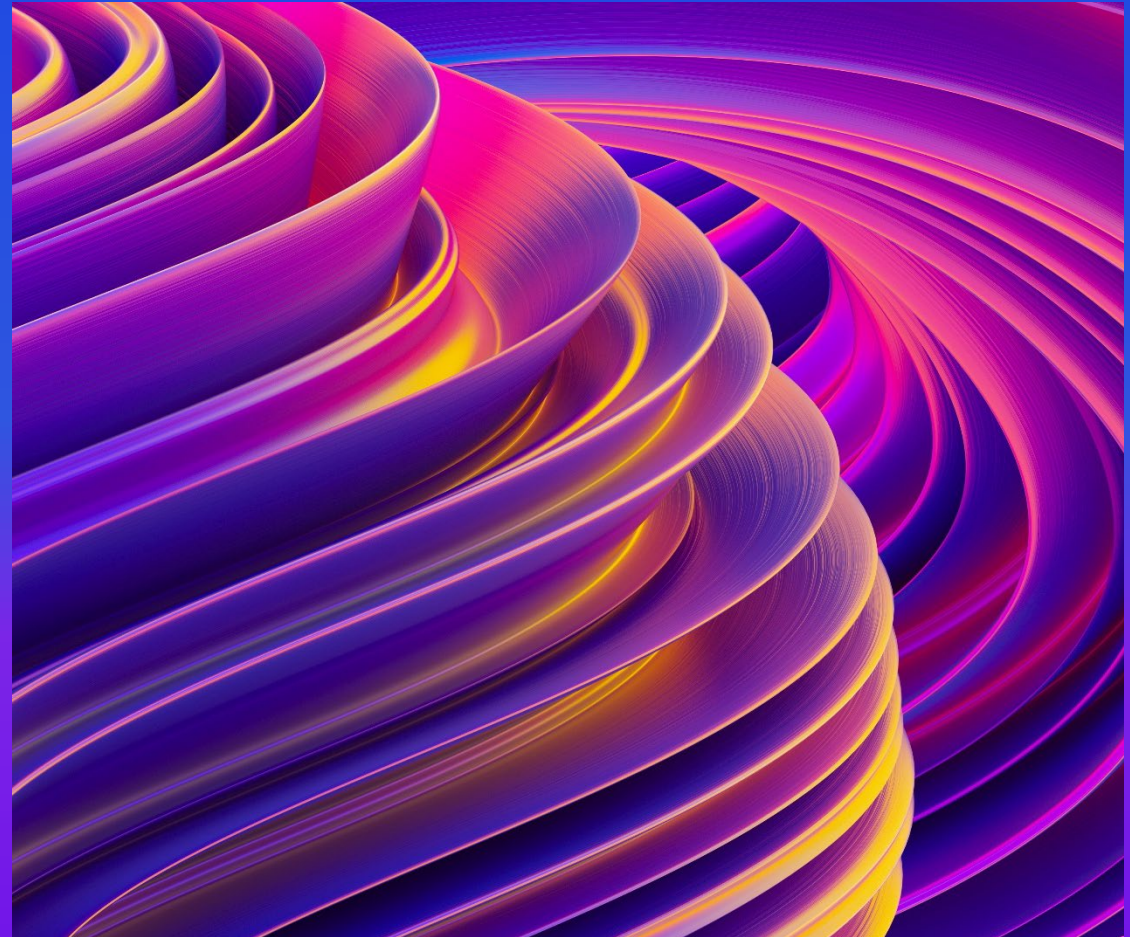
Consider the impact on the going concern assessment and related disclosures and whether the impacts of climate-related matters have been disclosed clearly.

[See here for more information](#)



<https://kpmg.com/ca/en/home.html>

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Report to: General Committee

Meeting Date: April 2024

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

PREPARED BY: Bryan Frois ext. 3792

RECOMMENDATION:

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

EXECUTIVE SUMMARY:

In 2023, the City of Markham made significant progress on achieving key actions identified in the 2020-2023 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 fourth year (four-year cycle) of the current strategic plan, *Building Markham's Future Together* (BMFT) 2020-2023.

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, the 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 commence 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 a public survey. The extension of the current Plan is intended to be a refresh and ensure that important feedback from Members of Council and the community is included in the revised strategic plan. The revised Strategic Plan will be brought forward for consideration and adoption in alignment with the annual review of accomplishments.

PURPOSE:

The purpose of this report is to provide the 2023 progress update on Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan.

BACKGROUND:

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

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. It also ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.

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

Goal 1 – Exceptional Services by Exceptional People

Goal 2 - Engaged, Diverse, Thriving and Vibrant City

Goal 3 – Safe, Sustainable and Complete Community

Goal 4 – Stewardship of Money and Resources

OPTIONS/ DISCUSSION:

The City of Markham made good progress in 2023 by accomplishing key actions outlined in the 2020-2023 Building Markham's Future Together strategic plan. The City ended the current cycle with substantial completion of actions identified in the 2020-2023 Plan. Members of Council approved an extension of the current plan to 2026. Related metrics are included in Appendix C.

Listed below are the four BMFT goals. Accomplishments from the year 2023 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:	2023 Accomplishments
1.1. Deepen our understanding of what our community and stakeholder's value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders 1.1.3. Develop a corporate-wide language translation policy to	<ul style="list-style-type: none"> • Undertook seven (7) Customer Service surveys. • Launch of consultation process for Building Markham's Future Together Strategic Plan update with council workshops, public information meeting and over 1,000 resident survey submissions. • Proactively engaged key ratepayer groups and community groups to promote awareness of bylaw services and requirements and to address specific local issues over the course of 128

	ensure consistency in translation services across the Corporation	<p>engagements in partnership with YRP, YRDSB, Guelph-Humber College, Seneca, and A.B.L.E.</p> <ul style="list-style-type: none"> • Launched Markham Now, a dedicated page on Portal where residents and the community can find information at-a-glance about City news, events and Council meetings. • Launch of Virtual Assistant 2.0 with capabilities to answer inquiries on more than 100 City-related topics, and connect seamlessly to a live customer service representative. • Prepared and mailed out 11,066 meeting notices per the Planning Act and 7, 213 notices for complete applications. • Development of corporate-wide language translation policy to be adopted in Q1 of 2024.
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	<p>1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and Staff scheduling software)</p> <p>1.2.2 Streamline the development process</p> <p>1.2.3 Advance Digital Markham / “Frictionless City”</p> <ul style="list-style-type: none"> • Pilot test digital city technology in “living labs” • 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 <p>1.2.4 Implement cyber security program to safeguard City technology infrastructure</p>	<ul style="list-style-type: none"> • World Council on City Data (WCCD) platinum certification for the fourth consecutive year. • Launch of new Recreation & Culture Program and Facility Booking Registration System. Over 101,000 accounts created. 169,082 transactions processed in Fall 2023. • Development Services conducted a Lean review of the development review process & initiated actions to streamline processes. • Upgraded ePLAN development review and commenting software to version 9.2 • Implemented updated ePLAN website application submission process • Developed a mobile inspection app for building permit inspections • Developed MappiT for the public to view development application details online • Updated and hardened key database application passwords to increase data security.
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	<p>1.3.1 Empower employees to continue to take risks and pursue innovation</p> <ul style="list-style-type: none"> • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities 	<ul style="list-style-type: none"> • Markham recognized as one of Canada’s best employers by Forbes. • Implemented a new People Services Department Structure to provide more strategic support and input to the various Commissions and to support the implementation of BMFT. • Completed the HR and Payroll process review.

	<p>1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)</p> <p>1.3.3 Provide Staff access to technologies to improve service delivery</p> <p>1.3.4 Continue to invest in Staff training</p>	<ul style="list-style-type: none"> • Amplified the Markham Wellness Strategy for staff and the community through the development of a library wellness strategy, including inclusive access to library wellness content and programs. To be implemented in 2024. • Rollout of Microsoft 365 across organization.
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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:	2023 Accomplishments
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	<p>2.1.1 Implement neighbourhood partnership strategy</p> <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” handbook <p>2.1.2 Expand community hub concept (currently at Aaniin CC) across the City (2021 start)</p> <p>2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events</p> <p>2.1.4 Create special events strategy including standardizing requirements and streamline processes</p> <p>2.1.5 Plan for a major civic square with cultural amenities</p>	<ul style="list-style-type: none"> • Substantial completion of City of Markham Good Neighbour handbook with Q2 2024 Launch. • Launch of Community Food Pantry at the Aaniin Community Hub to initiate community engagement to serve local community members who are impacted by food insecurity and hunger. • Supported and delivered 201 community events in the city, including City-delivered events such as Canada Day, Applefest, Scaryfest, and the Children’s Festival. • Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached 197,828 people, growing beyond pre-pandemic attendance numbers. • Celebrate Markham 2023-2024 Annual Program awarded \$276,000 to 58 applicants.
2.2 Support arts, culture, recreation and sport to enrich	2.2.1 Implement Public Arts Master Plan	<ul style="list-style-type: none"> • YRDSB students produced participatory democracy short videos about City services for

the fabric of our communities.	<p>2.2.2 Continue to implement the Public Realm strategy across all parts of the City</p> <p>2.2.3 Enhance the Volunteer program and opportunities across the City</p> <p>2.2.4 Update the Diversity & Inclusion action plan</p> <p>2.2.5 Evaluate the advancement of arts and culture opportunities for Markham</p>	<p>use on corporate social media.</p> <ul style="list-style-type: none"> • Created and launched an internship program with MIIPOC to enhance inclusion and reduce participation barriers for individuals from racialized communities, aspiring to gain experience in the field of planning. • Various Truth & Reconciliation Initiatives such as co-development of grant application for Eabametoong First Nation, TRC Day flag raising & concert at FLATO Markham Theatre, Orange Shirt Day. • Launched a renewed Black Heritage collection to enrich and strengthen the community through awareness of the heritage and literature of Black Canadians, resulting in borrowing of 1,897 Black Heritage items. • Developed MPL's Inclusion, Diversity, Equity and Accessibility Plan, amplifying the DAP and EABRAP. • Park and Play program conducted 16 visits to parks and camp locations across the City of Markham during the summer months. In 2023, the program received over 750 attendees and distributed 1000+ Recreation Activity passes.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	<p>2.3.1 Strengthen the City's brand strategy with a strong value proposition (2022 start)</p> <p>2.3.2 Develop, adopt and implement the Economic Development Strategy</p> <p>2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas</p> <p>2.3.4 Launch Destination Markham</p>	<ul style="list-style-type: none"> • Completed three studies focused on advancing the Markham Innovation Exchange (MiX). • Launch of City of Markham Economic Development Strategy entitled "Markham is More." • Markham Pan Am Centre hosted 95 events over 48 weeks and welcomed 500,000 athletes and spectators to numerous international, national and provincial events.

		<ul style="list-style-type: none"> • Supported Destination Markham and the Economic Development Strategy by enhancing the trail experience and continued to expand and promote the library trail hub. • Advanced economic development at grass-roots level through affordable business, entrepreneurship and job-skill programs/events delivered by community partners. • City of Markham & Destination Markham awarded hosting of Little Native Hockey League 50th Anniversary Tournament (March 2024).
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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:	2023 Accomplishments
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.2 Advocate for higher order transit including Yonge Subway 3.1.3 Pursue the integration of transit-oriented design in development 3.1.4 Provide incentives for growth within areas where appropriate infrastructure already in place 3.1.5 Optimize local and regional roads plan 3.1.6 Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design) 3.1.7 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit) 3.1.8 Expand road safety program	<ul style="list-style-type: none"> • Liaison with City of Vaughan, City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations for Yonge North Subway Extension. • Continued work on Secondary Plans: Mount Joy, Yonge Corridor, Markham Centre, Milliken, Cornell. • Commenced construction of 404 Mid-Block Crossing. • Completed the Master Plan study which includes a trail network of about 8 km in length from Apple Creek Boulevard to Main Street Unionville. • Received Council endorsement of revised Sidewalk Network Completion Program in 2023 • The City has also undertaken other critical road safety

		<p>projects which includes the completion of the Apple Creek Blvd Operational Safety Review and Feasibility Study; and the initiation of the Traffic Calming of Main Street Markham and Carlton Road project.</p> <ul style="list-style-type: none"> • In coordination with Parks Canada and York Region, staff facilitated the design and installation of a signalized pedestrian crossing on Reesor Road north of 16th Avenue. Level 2 Type B Pedestrian Safety Crossings were installed and activated on Copper Creek Boulevard in July 2023. Finalized design for 9th Line, North of 14th Avenue, Village Parkway, South of Briarwood Road. and Provisional PXO.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	<p>3.2.1 Finalize and implement affordable housing strategy</p> <ul style="list-style-type: none"> • Multi-generational, including purpose built secondary suites • Rental housing <p>3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan</p> <p>3.2.3 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways)(2021 start)</p> <p>3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries</p> <p>3.2.5 Establish a City-wide parking strategy</p>	<ul style="list-style-type: none"> • Staff provided reports and letters to the Province re City of Markham comments on new provincial legislation: Bill 97, Proposed Provincial Planning Statement, Bill 134, Bill 150, Affordable Housing Taskforce Recommendation Response. • Prepared a staff report and recommendation in response to a plan prepared by York Region to transition new planning responsibilities to the City of Markham in response to legislation in Bill 23 (More Homes, Built Faster Act). • Prepared and submitted an application to the newly announced HAF program, designed to accelerate and increase the supply of housing. The application requested \$57.1 million in funding to support the delivery of 1,900 residential units across 7 projects.

		<ul style="list-style-type: none"> • High Frequency Rail (HFR) Station Strategic Business Case was completed and endorsed by Council. Staff are now following through on the next step of presenting and engaging the HFR Project Office to further advocate for a station on the HFR within Markham.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> • Emergency preparedness • Proactive infrastructure protection 	<ul style="list-style-type: none"> • Continue to implement Flood Control Remediation program in West Thornhill by completing Phase 4B construction by Q4, 2024. Complete Markham Village Flood Control Remediation Phase 1 and Don Mills Channel SWM Pond and Culverts #1 & #2 Designs by Q4, 2025. • An 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. • Building Standards, Fire Department and By-law Department continued the Public Safety Committee.
3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy 3.4.2 Increase our tree canopy to mitigate climate change 3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our Net Zero Emissions by 2050 target 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Create the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy	<ul style="list-style-type: none"> • Planted over 11,000 trees and shrubs to create 5.0 ha of forested area as part of Markham's Trees for Tomorrow program to create new woodlots, provide new habitat and move closer to our 30% canopy goal. • Tree Preservation Services Pamphlet for all residents of the City of Markham, to educate, enhance and enforce our Tree Preservation Bylaw. This proactive approach led to over 50 Community engagements with our residents.

	3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park	<ul style="list-style-type: none"> • Launched pilot projects to study, develop, and test innovative low-carbon solutions through four (4) Near Net-Zero “Proof of Concept” retrofit projects • Secured external funding and executed agreements with Infrastructure Canada’s Green & Inclusive Community Buildings (GICB) program and Federation of Canadian Municipalities’ (FCM) Green Municipal Fund (GMF) program for four (4) pilot projects to achieve deep energy and GHG reductions. • Design and construction of multi-use trail that connected the existing Rouge Valley Trail system to the intersection at Kennedy Road and Austin Drive was completed in November 2023.
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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:	2023 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.	<p>4.1.1 Funding strategy:</p> <ul style="list-style-type: none"> • Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes • Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue 	<ul style="list-style-type: none"> • Procurement achieved \$480K in negotiated savings on projects prior to contract award and \$284K in negotiated cost avoidance. • \$35.3M cumulative savings and revenue enhancements through Excellence Through Efficiency and Effectiveness (E3) with property tax avoidance of 27.98 per cent. • Increased the total number of properties enrolled in the ePropertyTax Online Portal from 22.8% (Dec 31, 2021) to 29% (Dec 31, 2023). • New Corporate Sponsorships package was shared with potential sponsors. This was a year of growth for the City’s sponsorship and advertising portfolio, seeing an increase of 33% and 36% for the City’s sponsorship and advertising portfolio respectively compared to 2022.

		<ul style="list-style-type: none"> • New digital banners enabling City communications while generating revenue. • Operationalized by-law amendments and process efficiencies resulting in a ~\$400,000 (or 72% reduction in program costs and 100% of program benefits to Markham residents and property holders. \$138,661.20 issued in rebate cheques. • Established the framework for the application of Administrative Monetary Penalties (AMPS) on all 2024 pet licensing renewals.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	<p>4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities</p> <p>4.2.2 Advance detailed service planning for continuous improvement</p> <p>4.2.3 Continue to implement Asset Management Plan</p> <p>4.2.4 Develop a comprehensive risk management framework</p> <p>4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies –part of Goal 1 – Digital Strategy</p>	<ul style="list-style-type: none"> • Implemented Smart Technology pilots to enhance operational efficiencies and effectiveness. • Completed various initiatives and tools and services to enhance Cyber Security protection. • Repaired and replaced over 1,400 stopped water meters, in collaboration with Alectra Utilities and Neptune Technology Group, to reduce the amount of estimated water billings. • Pilot project to test the new technology for sewer assessment was successfully completed and the program will be implemented officially in 2024. Through this new technology, the City could save approx. 70% of flushing/cleaning costs of the 10-year O&M Flushing Program, or equivalent of \$30,000 per year. • Completed \$5M of retrofit for health and safety and ecessibility enhancerments to City facilities. • Continued implementation of new corporate application to track the City’s asset inventory, including work orders and preventative maintenance workflows.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Develop and implement a plan to communicate and make key City policies available on City website</p>	<ul style="list-style-type: none"> • Prepared and delivered annual progress report update on BMFT for General Committee, reporting on progress on BMFT goals, objectives and key actions. • Launch of consultations on the revised 2020-2026 Strategic Plan with active updates and reporting made available on City website. • Continued plan to remediate online City documents to meet accessibility requirements.

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 three consecutive years and Appendix C includes 2023 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 2022.

Engaging our Customers

The City of Markham is known as a municipal leader in providing high quality services. Service is a core value for staff and at the heart of the work we do within our own departments and for the community. Markham's quest for organizational excellence formally began in the late 1990s 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 measure using the corporate survey process. In 2023, the overall satisfaction rate for the services surveyed was 84% (this includes internal and external surveys).
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** Library and Recreation use tools such as *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 2022.
- **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 – 2023 Strategic Plan priorities are identified and approved as part of the annual budget process.

HUMAN RESOURCES CONSIDERATIONS

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

BUSINESS UNITS CONSULTED AND AFFECTED:

All three Commissions, as well as the Office of the CAO have contributed to the accomplishments of Building Markham's Future Together 2020 – 2023 Strategic Plan.

RECOMMENDED BY:

Andy E. Taylor
Chief Administrative Officer

Trinela Cane
Commissioner, Corporate Services

Arvin Prasad
Commissioner, Development Services

Morgan Jones
Commissioner, Community Services

Claudia Storto
City Solicitor and Director of People Services

ATTACHMENTS:

- | | |
|------------|--|
| Appendix A | Building Markham's Future Together 2020-2023 Strategic Plan |
| Appendix B | Building Markham's Future Together 2020-2023 Strategic Plan –
Additional 2023 Accomplishments |
| Appendix C | Building Markham's Future Together 2020-2023 Strategic Plan –
Measures of Success |
| Appendix D | Building Markham's Future Together – 2023 Accomplishments
Booklet |

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

STRATEGIC PLAN SUMMARY

GOAL 1 - Exceptional Services by Exceptional People

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

2020-2023 Strategic	2020-2023 Strategic Actions	Metrics
1.1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders 1.1.3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software) 1.2.2 Streamline the development process 1.2.3 Advance Digital Markham / “Frictionless City” <ul style="list-style-type: none"> Pilot test digital city technology in “living labs” 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 1.2.4 Implement cyber security program to safeguard City technology infrastructure	% of transactional services that are provided and received on-line Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation <ul style="list-style-type: none"> 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	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statements: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

2020-2023 Strategic	2020-2023 Strategic Actions	Metrics
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” handbook 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events 2.1.4 Create special events strategy including standardizing requirements and streamline processes 2.1.5 Plan for a major civic square with cultural amenities	Overall quality of life in Markham (every 2 years) # of visits to our municipal arts, recreation, library, sporting venues
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Update the Diversity & Inclusion action plan 2.2.5 Evaluate the advancement of arts and culture opportunities for Markham	Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual)
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City’s brand strategy with a strong value proposition 2.3.2 Develop, adopt and implement the Economic Development Strategy <ul style="list-style-type: none"> • Targeted sector attraction and expansion • Business expansion and retention • Entrepreneurship and training • Innovation and start-ups 2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas 2.3.4 Launch Destination Markham	Total Employment in Markham (biennial)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

2020-2023 Strategic	2020-2023 Strategic Actions	Metrics
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Advocate for higher order transit including Yonge Subway 3.1.2 Pursue the integration of transit-oriented design in development 3.1.3 Provide incentives for growth within areas where appropriate infrastructure already in place 3.1.4 Optimize local and regional roads plan <ul style="list-style-type: none"> Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design) 3.1.5 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit) 3.1.6 Expand road safety program	Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years) % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years)
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Finalize and implement affordable housing strategy <ul style="list-style-type: none"> Multi-generational, including purpose built secondary suites Rental housing 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways) 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries 3.2.5 Establish a City-wide parking strategy	Waste Diversion Rate (curbside and depots) (annual) Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> 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 3.4.3 Expand the use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our Net Zero plan 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Create the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy 3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park	% reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 4 - Stewardship of Money and Resources

Goal Statements: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

2020-2023 Strategic Objectives	2020-2023 Strategic Actions	Metrics
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding strategy: <ul style="list-style-type: none"> Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives 4.1.2 Revenue strategy: <ul style="list-style-type: none"> 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)
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities 4.2.2 Advance detailed service planning for continuous improvement 4.2.3 Continue to implement Asset Management Plan 4.2.4 Develop a comprehensive risk management framework 4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies	Net City of Markham Operating Cost per Household (annual) Non-Residential Property taxes (as a % of total property taxes levied)
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics 4.3.2 Develop and implement a plan to communicate and make key City policies available on City website	

APPENDIX B

BUILDING MARKHAM'S FUTURE TOGETHER 2020-2023 STRATEGIC PLAN ADDITIONAL 2023 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 2023 Accomplishments:

- Launch of new Program and Facility Booking Registration System, Xplor – achieved 93% conversion rate from EZ reg accounts by August, surpassing goal of 60%.
 - Xplor Recreation has been able to process 460% more registration within the first hour of registration than the old registration system (CLASS)
 - Over 101,000 Xplor accounts have been activated since launch of program in June 2023.
 - 11,088 registrants in Xplor for the opening hour of registration vs. 1383 registration in CLASS
 - 169,082 transactions were processed since Fall 2023.
- Updated the AI-enabled Virtual Assistant 2.0, providing users with 24/7 access to an even wider range of topics, anywhere, anytime and on any device.
- First 2 graduating Humber Scholarship students complete recruit training and are assigned to the Suppression Division of MFES.
- Revamped the DEI Checkmark page for an improved user experience and updated content.
- Led diverse DEI training sessions across multiple city departments.
- Collaborated and provided knowledge-sharing support to various municipal caucus' and groups that Markham is a member of including AMO, Ontario Big City Mayors, FCM, Canada Big City Mayors' Caucus, GTHA Mayors and Chairs.
- Multi-commission process to obtain World Council on City Data (WCCD) platinum certification for fourth consecutive year.
- Presented annual strategic plan tracking report to General Committee in April 2023 and launched process to update strategic plan in Summer 2023, led council and public consultations in Fall 2023 with workshops and launch of online survey.
- Presented results of 2022 Markham Citizen Satisfaction to General Committee in early 2023.
- Supported ongoing construction of York University through the negotiation and finalization of various agreements. Parking lot to serve York University Markham Campus commenced construction in 2023 and will be ready for Spring 2024.
- Worked collaboratively with Eabametoong staff and consultants to prepare and submit a federal grant application. Provided subject matter expert (SME) support to community.
- Continued membership and recognition by Excellence Canada. Markham named top municipal employer for third consecutive year by Forbes.
- Planned, facilitated and supported 2022 Inaugural meeting of Council. Provided council orientation in early 2023, as well as media training to interested participants.
- CAO's Office worked alongside various commissions to development and execute 7 departmental customer satisfaction surveys.
- Hosted annual Employee Appreciation Day and Winter Holiday/Christmas event.
- Legal reviewed and provided advice on the newly implemented *Municipal Act, 2001* "Strong Mayor" powers; including a comprehensive presentation to Council and advising staff on the scope of effect of new mayoral powers.

- Implemented a new People Services Department Structure to provide more strategic support and input to the various Commissions and to support the implementation of BMFT.
- Supported the implementation of Perfect Mind by implementing changes to cost centres in EPIC to align with financial and reporting needs.
- Completed the HR and Payroll process review. PS is currently in process of reviewing and implementing recommendations to minimize manual and work around interventions and maximize use of system and best practices.
- Supported Corporate Training on 365 Teams rollout in partnership with ITS.
- Successfully planned and executed Take Our Kids to Work Day for 40 grade 9 students.
- Enhanced our proactive recruitment strategy by creating a revamped Employer Branding poster in partnership with Corporate Communications.
- Repaired and replaced over 1,400 stopped water meters, in collaboration with Alectra Utilities and Neptune Technology Group, to reduce the amount of estimated water billings.
- Developed design drawing review manual related to water, wastewater design drawing review. Trained Development engineer on the manual.
- Installed new makerspaces to advance digital literacy at Markham Village and Cornell branches, introducing new technologies and services including sound recording. 2023 saw 847 Makerspace bookings, 1,770 hours of Makerspace Time used, along with 1,082 participants in programs focusing on makerspace technology, and 91% of participants reporting they learned a new skill.
- Completed a resident survey of approximately 300 residents who utilized the City's Animal Services. 90% positive outcome/feedback on the service delivery.
- Recognized with national and provincial awards for service innovation pilots, including:
 - 2023 Willis Award for Innovation (CAMA)
 - 2023 EA Danby Award in Municipal Administration (AMCTO)
 - 2023 Peter J. Marshall Municipal Innovation Award (AMO)
 - 2023 IPAC Award in Innovation
- Participated in a post-election technology study with Brock University and the Digital Governance Standards Institute to assess business risk posture and contribute to the development of national standards and guidelines.
- Prepared submission to the Government of Ontario for amendments to Ontario's municipal election law supported by customer and collaborator feedback.
- Facilitated, planned and supported total of 98 Council & Standing Committee meetings (27 DSC, 19 DSC Public, 27 GC & 25 Council) and 77 Advisory & Board Committee (ABC) Meetings including agenda production, minute preparation and follow-up.
- Prepared and mailed out 11,066 meeting notices per the Planning Act and 7, 213 notices for complete applications. Received and prepared response packages for 14 OLT Appeals.
- Completed Mitel phone system enhancements including recording on demand access, Ignite web interface with viewing dashboard available.
- Celebrated 20th year anniversary of the City's Contact Centre.
- Created an Infill Investigative Team to address Infill constructions proactively in providing service excellence and identify synergies and opportunities for efficiency.
- Assigned By-law officer to signs – to enhance our commitment to keep Markham beautiful and to assist with various education and enforcement blitz.
- Created a team to review incidents that occurred to by-laws written at the City of Markham – to ensure it is relevant, updated, and aligned with best practices with other cities.
- Created a Fleet Committee in the pursuit of an ideal Bylaw Fleet protocol that are aligned with all the major specs of financial acumen and operational enhancement.

- Created a robust enforcement team to provide uniform enforcement for special signage in heritage districts (Main St Markham and Main St Unionville).
- Full replacement of the public-facing portal used to submit, review and approve City building plans.
- Tied to ePlan Portal implementation with the full upgrade of project documentation applications for the review and approval of submitted City building plans.
- Extended support for ITS Service Desk to provide 24x7 support to the organization through engagement and secure implementation and training with a third party provider.
- An online application enabling members of the public to look up various development applications and tree removal permits and their status.
- Harnessed a predictive analytics AI/ML model to identify and learn key concepts as well as retrieve data to inform decisions.
- Migrated all user mailboxes from on-premises to Cloud. Completed rollout of Cloud Collaboration Tool.
- Enhanced the ePropertyTax Online Portal's property enrollment rate, elevating it from 25.6% as of December 31, 2022, to 29.0% by December 31, 2023, ensuring property owners enjoy seamless, round-the-clock access to tax information at their convenience.
- In response to the impacts of Bill 109, staff completed the development of an interim Tree Permit process to establish staff protocols, procedures and permit letter templates.
- Development application fee study completed and a new development fee by-law approved for implementation, leading to easier navigation, application, and administration while ensuring full cost recovery of providing development application review service.
- Received and circulated a total of 338 development applications, approving a total of 295 development applications.
- Approved a total of 2,359 residential units and 87,685.30 m² of non-residential development (site plan control) and approved a total of 466 residential units (subdivision).
- Issued building permits for 1980 new residential dwelling units. Issued occupancy permits for 2524 new residential dwelling units.
- Tracked the application process of 25 employment development applications, and actively supported 15 employment development applications, to support key economic projects within the City. Provided resources to owners and applicants on the development process to assist in meeting their development timelines.
- Staff have developed and issued a multi-year unit-based contract for residential service connections after extensive research across the GTA. This new contract has improved the delivery timelines on these service connections.
- New process for the review and approval of Municipal Services to ensure the proper control of City infrastructure and Right of Way during the development process due to Bill 109.
- Provided outward facing public information sessions related to small business tenant zoning and building permit information.
- Department re-organization of Building Standards, providing resource to key department functions aligned with the functional areas of the Ontario Building Code.
- Consolidated department staff of Development Services in one work location to reduce office footprint and promote cohesion within the departments' functional work areas
- Sharing statistical reports from Development Services on a monthly basis with internal and external stakeholders and agencies.
- Development Services maintained 100% of 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.

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 2023 Accomplishments:

- Launched MarkhamNow, a dedicated page on Portal where residents and the community can find information at-a-glance about City news, events and Council meetings.
- Worked with Unionville High School students to produce participatory democracy short format City services information videos for use on social media.
- Modified the Diversity Action Plan and Anti-Black Racism Elimination Plan to align seamlessly with the City's existing strategic initiatives.
- Developed and established a comprehensive four-year implementation work plan, introduced an action plan reporting tool, and commenced the execution of year one recommendations.
- Inaugural Mayor's Black Youth Liaison event and revitalized the MBYL program for the 2023-2024 cohort, crafting new Terms of Reference and established as an official City Committee.
- Created and launched an internship program with MIIPOC to enhance inclusion and reduce participation barriers for individuals from racialized communities, aspiring to gain experience in the field of planning.
- Continued ongoing commitment to towards Truth and Reconciliation Calls to Action and created opportunities for staff training and undertook projects.
- Commemorated third annual Truth and Reconciliation Day, in partnership with Flato Markham Theatre with a flag raising opportunity to watch the dress rehearsal of the world premiere of Walking Through Fire, a collaboration with world music group, Sultans of Swing, and numerous indigenous musicians from across Canada.
 - Additionally, the following training and major projects were undertaken:
 - Reconciliation education session with ELT/DF Leadership Team
 - Panel Discussion on inclusive engagement for Development Services Day
 - Launch of library Research project (delayed but commencing early 2024)
- Celebrated and commemorated Days/Months of Significance through internal events and collaborated with community stakeholders to support community led events.
- Enhanced public education as well as created content for social media/website with development of education videos for Green Bin as well as Private Plumbing Protection Rebate Program.
- Issued 8,127 Youth Cards in 2023, providing fine-free, equitable access to library content bringing total Youth Cards issued since launch to 17,632. Issued over 3,520 eCards, providing "anywhere" access to the Library's online content and resources bringing total eCards issued since launch to 8,865, resulting in 1,183,177 e-items borrowed in 2023.
- Library branches were visited by over 2,108,066 constituents in 2023.
- Launched a renewed Black Heritage collection to enrich and strengthen the community through awareness of the heritage and literature of Black Canadians, resulting in borrowing of 1,897 Black Heritage items.
- Amplified the Markham Wellness Strategy for staff and the community through the development of a library wellness strategy, including inclusive access to library wellness content and programs. To be implemented in 2024.
- Developed Markham's digital skills and digital literacy through programs and camps that focus on STEAM, coding and robotics, resulting program attendance of 1,174.
- Advanced economic development at grass-roots level through affordable business, entrepreneurship and job-skill programs/events delivered by community partners.

- Advanced inclusive digital literacy through development of a Digital Literacy initiative for Newcomer Older Adults (funded through Ontario Seniors Community Grant - \$16,000) for 2024 launch.
- Supported Destination Markham and the Economic Development Strategy by enhancing the trail experience and continued to expand and promote the library trail hub.
- Developed MPL's Inclusion, Diversity, Equity and Accessibility Plan, amplifying the DAP and EABRAP. Revised MPL's multi-year Accessibility Plan. Developed a new strategy to support neurodiversity, mental health and cognitive health for customers of all ages through library digital services, collections and community education.
- The Lifesaving Club of Markham continued its success with a total of 330 participants. The competitive teams accomplished the following:
 - 2023 Provincial Championship: Lifeguard, Senior and Masters, Junior Lifesaving
 - 2023 Canada Pool Lifesaving Championship
 - 4 athletes named to the Canadian National Team and participated at the world lifesaving championships
- The Markham Pan Am Centre hosted 95 events over 48 weeks and welcomed 500,000 athletes and spectators to numerous international, national and provincial events. including: Artistic Swimming World Cup, Yonex Cup International Badminton(26 Countries), International Dancesport Grand Prix, National Volleyball Showcase U17, Canadian Championship in Rhythmic Gymnastics, Wushu Canada National Championship, Canadian National Kendo Championship, Ontario Cadet Juvenile Provincials (Wrestling), Ontario Jiu Jitsu Association Provincial Tournament and 2 training camps for Special Olympics Canada.
- Continued the YRDSB continuing education partnership providing 41 York region high school students with high school credits and aquatic certifications needed to become future lifeguards and swim instructors. Due to the success of the program, we have negotiated with YRDCSB to introduce the program to their students.
- Fitness Memberships at 3602, equates to a 25% increase year over year. 25% year over year increase of fitness memberships, with 3 for 2 memberships exceeding 180% of the target. Offered group fitness at 4 Satellite locations to support local needs in areas that do not have a fitness centres at their Community Centre. Offered group fitness at 4 Satellite locations to support local needs in areas that do not have a fitness centres at their Community Centre.
 - Unionville BIA summer partnership expanded to include: weekly Zumba classes every Wednesday with 600+ attendees; and weekly Yoga classes every Sunday with 250+ attendees
- Launch of Community Food Pantry at the Aaniin Community Hub to initiate community engagement to serve local community members who are impacted by food insecurity and hunger.
- Successfully ran another Leader-in-Training course, teaching and training new camp counsellors through the Welcome Centre for Immigration Services and recruited new camp counsellors through the course. Due to an overwhelming need for inclusion programming, Recreation redeveloped staff training modules in behavior management and disability studies and offered 117 opportunities for campers with a disability to attend camp with a specially trained support person.
- Park and Play program conducted 16 visits to parks and camp locations across the City of Markham during the summer months. In 2023, the program received over 750 attendees and distributed 1000+ Recreation Activity passes.
- Utilized social media channels, placed signage, attended resident groups to educate the public on specific animal related issues including wildlife management (coyotes) and the importance of obtaining a pet licence.
- Conducted online training sessions for several licensing categories to provide application assistance and answer FAQ's.
- Use of information postcard that is provided to business owners during proactive inspections and new vanity URL added to the City's website, Instagram videos throughout the year providing information to business owners.
- Changed taxi industry from metal plates to new sticker plates and first full year of new PTC category

- Participated, planned and supported Ministry staff in the execution of Citizenship Ceremony on July 1, 2023 in Council Chambers.
- Implemented a newsletter committee comprised of Bylaw, Corporate Communications and Commissioner of Corporate Service's office to ensure all quarterly released newsletters that provides information to residents and constituents on by-law related matters exceeds the expectations of Corporation's goals.
- Created a School Zone Safety Pamphlet that was comprised of the 7 common languages spoken in Markham and conducted several School Safety initiatives.
- Proactively engaged key ratepayer groups and community groups to promote awareness of bylaw services and requirements and to address specific local issues over the course of 128 engagements in partnership with YRP, YRDSB, Guelph-Humber College, Seneca, and A.B.L.E.
- Hosted annual By-Law and Regulatory Services holiday donation drive, with all collected items being donated to the Markham Food Bank.
- Completed 5 new Parks totalling approximately 13 acres of new public parkland.
- Implemented the City's first Off-leash Dog Area Pop-up Pilot Program for eight pilot sites, including one site per ward. Eight fenced Off-leash Dog Area Pop-up Pilot sites were constructed in the summer of 2023.
- Replaced or refurbished 7 playgrounds, 17 playground safety surfaces, 6 shade structures and 4 backstop/outfield fences in existing parks to ensure public safety and optimal value of the assets within our existing parks.
- Engaging over 1,100 community stakeholders, the Economic Growth, Culture and Entrepreneurship Department developed a new Economic Development and Culture Strategy to guide the City's work to ensure Markham's economy is built on a foundation of arts, culture and innovation.
- Developed and began implementation of the Destination Markham Tourism Strategic Master Plan.
- The Digital Main Street team supported 1,438 small businesses with hands-on digital transformation support, while helping 371 of those businesses qualify for grants totalling \$1,124,300 to fund their digital transformation initiatives.
- Developed and launched a new economic development website to promote the City's supports for business and investment attraction.
- Completed three studies focused on advancing the Markham Innovation Exchange (MiX).
- Secured \$1.25M from the Province of Ontario and \$1.7M from Rogers to launch the Markham Centre Automobility Demonstration Zone.
- The Varley Gallery won an award from Ontario Galleries for Innovation in A Collections Based Exhibition for Field Notes.
- Celebrate Markham 2023-2024 Annual Program awarded \$276,000 to 58 applicants.
- Supported and delivered 201 community events in the city, including City-delivered events such as Canada Day, Applefest, Scaryfest, and the Children's Festival.
- Developed, launched and sold-out Jazzilicious as a new destination focused event that brought together music, restaurants and hotels to package a winter experience for visitors to Markham.
- Ranging from the historical to the modern, the Varley Art Gallery, Markham Museum and Flato Markham Theatre, all offered visitors insight into the experiences, contributions and perseverance of the Chinese-Canadian community.
 - The Museum's exhibit – Standing in the Doorway: Lived Histories & Experiences of the Chinese Community – was a joint project with community partners, York Region District School Board Museum and Archives and students from the University of Toronto's Museum Studies program. This exhibition explores the history of Chinese immigration to York Region.
 - The Varley's exhibit – Longing Belonging, 100 Years 100 Stories – was a community engagement project and exhibition organized by the collective Long Time No See (LTNS), tackled Canada's troubled colonialist history by marking the 100th anniversary of the Chinese Exclusion Act. LTNS members engaged with local Markham communities, interviewing and photographing people in

spaces that elicited sentiments of belonging, and gathering images and stories to be presented in the gallery.

- Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached 197,828 people, growing beyond pre-pandemic attendance numbers.

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 2023 Accomplishments:

- Removal and responsible disposal of Class A and Class B firefighting foam from all fire apparatus and replaced with a bio-degradable food grade substance that is environmentally safe and highly effective.
- 40 firefighters trained by a third party to perform rescues in construction cranes that are becoming prolific in our City.
- Developed and trained 12 firefighters to form a Rapid Emergency Operations Centre Activation Team (REACT)
- Obtained Superior Court judgment in favour of the City in connection with the enforcement of the Heritage Easement Agreement regarding 233 Main Street. (Currently before Court of Appeal).
- Supported the implementation of OPA 42 (which introduced significant procedural changes to the planning process), including responding to appeals and negotiating with stakeholders (i.e. BILD).
- A new Maintenance Hole (MH) inspection program is established and implemented. The City has approx. 15,000 MHs, under this program, 3,438 MH were inspected in 2023 and will be running on a 5-year cycle.
- The Sewer Effluent Sampling Program has been re-established.
- Environmental Services and Operations worked together to raise the performance of Locates completion to a consistent 99 to 100% compliance, in preparation to the new Centralized Locates Management model lead by Environmental Services in 2024.
- A new SCADA system has been developed and implemented for the centralized systems, as well as a new SCADA Design Standard has been developed and completed for future implementation on all Waterworks facilities.
- Six compost events held over three weeks in September with over 2,500 residents registered online through Xplor to pick up bagged compost.
- Rebate partnership with RYOBI™ and The Home Depot Canada where Residents received \$50 coupon for electric outdoor equipment when they recycled their gas mower – 150+ gas lawnmowers recycled at City's Recycling Depots.
- Launched the pilot of 100L green cart designed to support households that generate a lot of organic waste
- Due for expiration in 2024, the required documentation for renewal, including an updated Operational Plan and Water/Wastewater Financial Plan, have been finalized and are ready for submission to MECP.
- Continue to implement Flood Control Remediation program in West Thornhill by completing Phase 4B construction by Q4, 2024. Complete Markham Village Flood Control Remediation Phase 1 and Don Mills Channel SWM Pond and Culverts #1 & #2 Designs by Q4, 2025.
- Obtained 100% compliance with annual MECP inspection.
- Advanced the development of complete communities through participation in growth management projects, including the Langstaff West (Condor) Community Space opportunity, the Langstaff East (Kylemore) community facilities study, and the Secondary Plans for Markham Centre and Markville.
- Developed MPL's Sustainable Library Strategy to build environmental literacy in the community, and support awareness and education of sustainable practices.
- Improved City roads and road right-of-way maintenance practices to increase the long term availability of roads and to ensure the safe passage of traffic.

- Development of a low-carbon fleet vehicle strategy to achieve significant GHG emissions reductions for our City-owned fleet vehicles.
- Ontario Public Works Association recognized the City of Markham, in partnership with Visual Defence Inc., with Project of the Year award (Technical Innovation Category).
- Better Road Infrastructure Engineering Practices Using AI Project was awarded 1st place in the Medium Project Category of the 2022 PEO York Chapter Engineering Project of the Year Award.
- Mature trees in entire City blocks elevated for both roadside and sidewalk clearance to provide safe passage for vehicles and pedestrians.
- Playground retrofits of safety surfacing, access ramps, curbs and pathways to provide access for all children and caregivers in compliance with the AODA guidelines for public spaces.
- Planted over 11,000 trees and shrubs to create 5.0 ha of forested area as part of Markham's Trees for Tomorrow program to create new woodlots, provide new habitat and move closer to our 30% canopy goal.
- Successfully completed the noise mitigation project in 2023 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.
- Recreation Services completed an engineering study aimed to determine the appropriate type of refrigerant used at community arenas across the City of Markham. The recommendations align with the City's Net Zero roadmap and ensure that the type of refrigerant being utilized is safe, effective and efficient.
- Ensuring public safety relating to the outbreak of Avian Bird Flu in Markham by removing approximately 360 infected bird carcasses from the City and worked with Corporate Communications to educate residents on the disease and proper safety precautions.
- 92% of cats who entered the shelter have a positive outcome and 95% of dogs. These represent the highest positive outcome rates for animals in the City for the last decade.
- Developed a Tree Preservation Services Pamphlet for all residents of the City of Markham, to educate, enhance and enforce our Tree Preservation Bylaw. This proactive approach led to over 50 Community engagements with our residents.
- Earned 4 awards and recognition for leadership in fighting climate change, and improving energy-efficiency and operational excellence.
 - FCM-ICLEI Canada Partners for Climate Protection program (PCP) - Milestone 4 (Implementing a local climate action plan)
 - FCM-ICLEI Canada Partners for Climate Protection program (PCP) - Milestone 5 (Monitored and Reporting results of climate action plan implementation)
 - Climate Challenge Network - Excellence in Building Operations for 2022
 - FCM Sustainable Communities Award: Actionable Roadmap to Net Zero Ice Rinks. Earned in conjunction with consultants, private industry leaders, and other 7 municipalities in the GTA, developed a replicable and detailed retrofit framework for ice rinks to achieve net-zero
- Launched pilot projects to study, develop, and test innovative low-carbon solutions through four (4) Near Net-Zero "Proof of Concept" retrofit projects.
- Secured external funding and executed agreements with Infrastructure Canada's Green & Inclusive Community Buildings (GICB) program and Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF) program for four (4) pilot projects to achieve deep energy and GHG reductions.
- In support of the greenMarkham campaign, the City hosted its annual Earth Month celebration in April 2023. This initiative aimed to increase education and awareness on how to live more sustainably. Key events included Markham Celebrates Earth Day, Earth Month Photo Contest and a film screening.
- Partnered with The Home Depot Canada and RYOBI to develop a Citywide pilot and raise awareness for residential electric lawn equipment. From March 30 to May 21, residents were invited to bring their old gas-powered or electric lawn mower to any of Markham's four recycling depots for recycling. In exchange, participants received an instant rebate for \$50 off the purchase of select RYOBI electric lawn mowers, to be

redeemed at any of the three Home Depot locations within Markham. 137 lawnmowers were recycled through the program.

- Hosted a variety of corporate and community home energy retrofit workshops to improve education and awareness of retrofit technologies and rebates/incentives.
 - **Home Energy Retrofit Orientation (HERO):** Partnered with Enbridge Gas, Humber College, and the City of Richmond Hill to deliver four free virtual workshops on how to incorporate best practices for energy efficiency upgrades in the home. Attended by 150+ community members across five separate webinars.
 - **Sealing Energy Leakage (SEL):** Partnered with Enbridge Gas and Humber College to deliver four free virtual workshops on simple, low-cost ways to seal air leaks in the home. Attended by 80+ community members across four separate webinars.
 - **Markham Power Homes (MPH):** In support of Asset Management's work towards net zero and net zero ready buildings, staff involved with facilities were invited to attend a presentation by Laszlo Energy Services on retrofit technologies such as air source heat pumps and how they can replace a building's furnace, air conditioner, and water heater. Attended by 30+ city staff, two presentations were held.
- Enhanced and targeted use of social media to increase awareness of #greenMarkham. More than 2000 residents attended Sustainability events throughout the year.
- Successfully awarded maximum amount of \$10,000 in external funding from Enbridge Gas' Municipal Climate Action Incentive Offer to fund Phase 2 of the Markham Power Homes program.
- Submitted application to the Federation of Canadian Municipalities' (FCM) Community Efficiency Financing (CEF) initiative in partnership with the City of Richmond Hill. This initiative will explore the potential to develop a Local Improvement Charge (LIC) or similar to help residents incorporate more deep home energy retrofits that fit their lifestyle and budget.
- Following Council endorsement of the City's Sustainability Metrics in 2022, staff developed a strategy to implement the program, including developing a Checklist and Sustainability Assessment Tool for development applications, identifying department roles and responsibilities, developing protocols and procedures, and developing and holding a commission-wide training session for staff.
- Developed a number of Terms of Reference documents, including Sun/Shadow Study, Arborist Report and Urban Design Brief, to help streamline and ensure consistent level of quality of submission documents to support development application review.
- Markham Road Mount Joy and Milliken Centre - Prepared and released draft Official Plan Amendments for two new Secondary Plans and hosted statutory public meetings on the draft amendments to inform the recommendation report.
- Milliken Centre - Hosted 3 public engagements events and undertook technical analysis to inform the preparation of an interim report and emerging concept for the Markville Secondary Plan Study that was received by Development Services Commission.
- Yonge Corridor Secondary Plan – Completed the procurement process and hired a consultant for the secondary plan study and internally launched the Yonge Corridor Secondary Plan project.
- Markham Centre Secondary Plan - Staff Presentation to Council in Q3 on the Development Concept with feedback received to inform the Development Concept Report in Q4, which is now being finalized. Community Energy Plan presented to Council in Q3 and finalized in Q4.
- Co-ordinated and prepared a response to a request from the Province for the City to commit to facilitating the construction of 44,000 new residential units over 10 years to support the provincial target of 1.5 million homes.
- Led the co-ordination and preparation of staff reports and letters to provide City of Markham comments on new provincial legislation:
 - Bill 97 (Helping Homebuyers, Protecting Tenants Act, 2023)
 - Proposed Provincial Planning Statement
 - Bill 134 (Affordable Homes and Good Jobs Act, 2023)
 - Bill 150 (Planning Statute Law Amendment Act, 2023)

- Affordable Housing Taskforce Recommendation Response
- Prepared update report on the City's Affordable and Rental Housing Strategy that outlined progress on the action items.
- Prepared a staff report and recommendation in response to a plan prepared by York Region to transition new planning responsibilities to the City of Markham in response to legislation in Bill 23 (More Homes, Built Faster Act)
- Completed a study with provincial funding to determine the feasibility of the City implementing a Community Planning Permit System (CPPS) to support city building objectives.
- Prepared and submitted an application to the newly announced HAF program, designed to accelerate and increase the supply of housing. The application requested \$57.1 million in funding to support the delivery of 1,900 residential units across 7 projects.
- Completed and obtained Council adoption of a new Tree Preservation By-law in collaboration with all Commissions. This new By-law contributes to the ongoing modernization at the City of Markham and adds vastly enhanced protection measures and processes to preserve both our private and public tree canopy.
- Developed and implemented a comprehensive two-year work strategy for a Priority Designation Program to address provincial legislation affecting our Heritage Registry.
- Developed and implemented Minimum Submission Requirements for Demolition Permits (for Designated Properties).
- Transferred processing of major development applications in heritage districts to adjacent district teams to allow heritage staff to focus on heritage design matters, Major Heritage Permit applications, policy development and other heritage programs.
- Obtained contributions from the Federal Active Transportation Funding for seven (7) projects in the Council approved 5-Year Active Transportation Capital Plan.
- Council endorsed the study Terms of Reference for development of the critical City Transportation Master plan and policy in November 2023 and the RFP was released in December 2023.
- Two Level 2 Type B PXOs were installed and activated on Copper Creek Boulevard in July 2023. Additionally, staff have finalized the RFP for design of PXOs at 2 locations and 1 additional provisional location to implement type "D" PXO near elementary school zones:
 - 9th Line, North of 14th Avenue;
 - Village Parkway, South of Briarwood Road; and
 - Provisional PXO
- In coordination with Parks Canada and York Region, staff facilitated the design and installation of a signalized pedestrian crossing on Reesor Road north of 16th Avenue, to provide a safe crossing for Rouge National Urban Park trail users. The signal was activated in summer 2023.
- The City's Active School Travel Program was expanded to three (3) additional elementary schools in 2023, complementing the nine schools where the program was already piloted.
- The 2023 Markham Cycling Day event was a great success with close to 1,000 participants.
- York Region has completed the feasibility study of the South York Greenway this and has prioritized the detailed design of three Markham segments in preparation for their implementation when construction funding is secured. Staff have been working in collaboration with the Region on this project.
- The High Frequency Rail (HFR) Station Strategic Business Case was completed and endorsed by Council. Staff are now following through on the next step of presenting and engaging the HFR Project Office to further advocate for a station on the HFR within Markham.
- The City has also undertaken other critical road safety projects which includes the completion of the Apple Creek Blvd Operational Safety Review and Feasibility Study; and the initiation of the Traffic Calming of Main Street Markham and Carlton Road project.
- Finalized RFP for design of 2 intersections and 3 additional provisional locations to install traffic signals at current Stop-sign operated intersections with higher traffic demands.

- Completed the 90% design milestone of a 3.0m-wide paved multi-use trail located south of the Rouge River, extending for approximately 450m from Wardenview Park to Verclaire Gate.
- Completed the Master Plan study which includes a trail network of about 8 km in length from Apple Creek Boulevard to Main Street Unionville. On December 4, 2023, the project team received Council endorsement for the preferred conceptual trail routes and approval to proceed with filing the Master Plan Environmental Study Report with the MECP.
- Construction of concrete Multi Use Pathway (MUP) and associated streetlights has been completed at the following locations:
 - Esna Park Dr – Rodick Road to Woodbine Avenue
 - John St – Woodbine Avenue to Leslie Rd, including modifications to Highway 404 bridge to accommodate the MUP
- Staff have been working with York Region and Richmond Hill on the completion of the design of the Highway 404 Mid-Block Crossing, with scheduled completion in July 2026. The design was completed, and the project was tendered in 2023. York Region awarded the construction contract in August 2023. Construction has commenced and is scheduled to be completed in July 2026.
- Received Council endorsement of revised Sidewalk Network Completion Program in 2023. The design for seven (7) locations (4.8km) has been completed and is scheduled for construction in 2024.
- The design and construction of multi-use trail that connected the existing Rouge Valley Trail system to the intersection at Kennedy Road and Austin Drive was completed in November 2023. The new trail offers users an alternative route for crossing Kennedy Road, instead of the underpass located south of Austin Drive. This underpass often experiences heavy sedimentation on the pathway during extreme rainfall events.
- The installation of directional, regulatory and warning signs within the Rouge Valley Trail from Treeline Court to 16th Ave through the Milne Conservation Park and Toogood Pond was completed in December 2023.
- The construction of the erosion restoration projects at Rouge River northwest of Highway 7 and Rodick Road and Berczy Creek southeast of 16th Avenue and Village Parkway was completed in 2023.
- The survey services for the future Highway 404 North Collector Roads has been awarded and will commence in early 2024.
- Finalized the Elgin Mills Rd EA from Woodbine to McCowan. Received Council endorsement of the Elgin Mills Road EA and approval to file the Environmental Study Report with the MECP.
- Continued to liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations for YNSE.
- Prepared public facing guide for second suite conversions and purpose built.
- Overhauled Business Continuity Plan (BCP) and participated in mock BCP exercise. Provided department wide training on the contents of the BCP.
- Maintained and created Builder Tip guides for customers and general public related to interpretations of key building code items.
- Building Standards, Fire Department and By-law Department continued the Public Safety Committee.
- Proactive inspections to follow up and review inactive issued permits. This reduces the Building Standards department liability associated with carrying inactive permits and increases public safety in the built environment. Closed 3991 dormant inactive permits.
- Conducted 847 building investigations in response to citizen initiated complaints. Investigations resulted in the issuance of 307 Building Violations.
- Issuance of 40 unsafe orders.
- Conducted 37,223 inspections within 48 hours of the request.
- An 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.

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 2023 Accomplishments:

- New Corporate Sponsorships package that was shared with potential sponsors. This was a year of growth for the City's sponsorship and advertising portfolio, seeing an increase of 33% and 36% for the City's sponsorship and advertising portfolio respectively compared to 2022.
- 6 digital bridge/overpass signs were installed by RCC Media and online this year, enabling Corporate Communications to work with RCC Media to ensure City messaging is displayed on these billboards, which are located throughout Markham – ensuring important messaging is displayed for the community as they travel.
- Negotiated the acquisition or disposition of the key properties to advance City strategic priorities:
 - 5836 16th Avenue (Heritage Estates)
 - 7750 Bayview Avenue (Shouldice Hospital)
 - RougeSide Promenade lands to facilitate the expansion of MDEI infrastructure in Markham Centre
 - 20+ conveyances to support the Cornell development and mobility hub
- Successful prosecution of dumping charges in connection with 4240 14th Avenue (fines totaling \$40,000.00)
- Completed initial steps to digitize paper documents for the People Services filing system to support the City's initiative to move toward an electronic document management system, including the digitization of the beneficiary designation process for all employees.
- A pilot project to test the new technology for sewer assessment was successfully completed and the program will be implemented officially in 2024. Through this new technology, the City could save approx. 70% of flushing/cleaning costs of the 10-year O&M Flushing Program, or equivalent of \$30,000 per year.
- A new online payment and registration system for bulk water sales has been developed and implemented with excellent feedback received from customers.
- Provided Council updates on contract and service impacts of upcoming Blue Box Transition and developed geodatabase to track key Blue Box metrics to simplify reporting and assist with future decision making.
- Library and ITS worked together to upgrade and improve self-service and other tech solutions. As a Canadian leader in adopting RFID-based self-service technologies, the Library is supported by ITS in implementing ongoing lifecycle replacement of equipment to make the user experience more convenient, and to enhance internal efficiency savings. In 2023, 79.93% of items were borrowed through self-service, and 80.74% of returned materials were checked in through self-service.
- Development of a replacement program that reflects City greening initiatives and the timely replacement of equipment and vehicles.
- Streamline various maintenance projects through a new work order/ asset management system in Fleet, Parks, Roads, and Survey.
- Cost analysis of parks maintenance activities related to amenities in new parks to provide right sized funding to ensure parks are maintained as built.
- The complex negotiation process of the new MAA terms and the new proposed Municipal Consent permit fees was successfully completed and executed by with all 8 Telecommunication Companies in 2023.
- Two Funding Agreement were negotiated and executed in 2023 with 2 Telecommunication companies to support construction of Broadband Construction in Markham by expediting Municipal Consent (MC) permit process.
- Completed the digitization of Road Occupancy Permit (ROP) Applications, significantly improving the ROP review and process timeline, work efficiency and effective customer service.
- Completed the cross commission multi-year Trees Preservation Bylaws amendments to modernize administrative procedure while continuing to protect the City's green asset in achieving the City's tree canopy goal.

- Established the framework for the application of Administrative Monetary Penalties (AMPS) on all 2024 pet licensing renewals.
- Completed the physical records management software upgrade from Infolinx to Gimmel. Upgrade to Gimmel will provide additional features for an improved user experience.
- Operationalized by-law amendments and process efficiencies resulting in a ~\$400,000 (or 72% reduction in program costs and 100% of program benefits to Markham residents and property holders. \$138,661.20 issued in rebate cheques.
- Partnered with a third-party consultant to conduct an operational review of By-law and Regulatory Services.
- Completed \$5M of retrofit for ICIP touchless health and safety and accessibility enhancements at the City's 60 largest facilities.
- Completion of two fast tracked projects to repair cracked pool tanks at Angus Glen and Thornlea, with minimal down time to public.
- Continued Implementation of new corporate application to track the City's asset inventory, including work orders and preventive maintenance workflows.
- Full replacement of software used to manage storage and retrieval of the City's extensive physical records inventory.
- Updated and hardened key database application passwords to increase data security.
- Migrated numerous enterprise applications to updated Database versions improving performance and maintaining industry standards.
- Implemented tools and processes to control and manage remote access to City systems by external vendors.
- Completed project to replace aging printer equipment with Newer MFD devices for staff printing.
- Completed move of all Data Centre Network Devices from 10Gig to 25/40/100 Gig Network hardware to significantly enhance response. Migrated Data Centre network closet switches to newer network hardware.
- Completed Tier One firewall replacement, which includes many enhancements such as redundancy and load balance, Advanced threat protection for inbound and outbound Internet traffic, better throughput, and support for larger Internet traffic (increased Bandwidth).
- Implemented Hyper-Converged Private Cloud Infrastructure (HCI) platform and migrated Virtual Machines from legacy three-tier Platform, enhancing scalability, reducing hardware complexity, and boosting overall efficiency, leading to simplified operations and cost savings.
- For the past twenty-two years, the City has received the Government Finance Officers Association (GFOA) 'Canadian Award for Financial Reporting'.
- For the past twenty-three years, the City has received the Government Finance Officers Association (GFOA) 'Distinguished Budget Presentation Award'.
- Procurement achieved \$480k in negotiated savings on projects prior to contract award and \$281K in negotiated cost avoidance.
- The City completed a major review and update of its Planning and Engineering Fee model.
- Continued to monitor legislative developments and implement required legislative changes pertaining to Bill 23, and investigate the fiscal impacts. Markham has implemented the required legislated changes including reduced parkland (and cash-in-lieu) amounts and a phase-in of Development Charges.
- As a result of Alectra Utilities decision and notification to discontinue water billing services for its municipal partners, the City of Markham initiated and completed a discovery of available options related to identifying a new water billing solution and/or service provider which can be implemented by the service exit date of December 31, 2024. This will ensure there is a seamless transition for the residents and business owners of Markham
 - Implemented updated processes for the review and decision/approval of Site Plan, Zoning By-law Amendment, and concurrent Official Plan Amendment/Zoning By-law Amendment submissions and related By-laws supporting those submissions. This further streamlined processes and aims to avoid fee refunds from prescribed timelines by the Province.

- Completed several projects through the Provincial Streamline Development Approval Fund that will help streamline the development process and modernize digital platforms that support development processes.
 - Conducted a Lean review of the development review process
 - Upgraded ePLAN development review and commenting software to version 9.2
 - Implement updated ePLAN website application submission process
 - Developed a mobile inspection app for building permit inspections
 - Acquired 3D modelling software and professional services to build modelling of Markham Centre and Markham Road Mount Joy secondary plan areas to assist with staff recommendations for development applications
 - Developed MappiT for the public to view development application details online.
- Developed and implemented a new official notice process for Property Designation utilizing the City website rather than print media.
- Developed and implemented a Major Heritage Permit process for heritage resources to replace Site Plan Approval that was removed because of Bill 23.
- With support from ITS and Legal, agreements have been executed with the Vendor and York Region to migrate the existing Windows-based platform to a Cloud-based platform.
- Developed a new manual for the effective and efficient delivery of capital projects. The document provides staff with a resource and guidance on the processes, bylaws and policies as well as clarification on the roles and responsibilities on delivering capital projects.
- Development of more robust Request for Proposal documents for Capital Projects being delivered in Engineering, in consultation and collaboration with Purchasing and Legal Departments.
- Implemented mobile inspection APP to accommodate a complete paperless inspection process and provide full infield access to the departments permitting system.
- Created new internal and external facing user guides and instructional videos optimizing new features provided in new ePlan version 9.2.

7APPENDIX C
BUILDING MARKHAM'S FUTURE TOGETHER 2020-2023 STRATEGIC PLAN
MEASURES OF SUCCESS - 2023

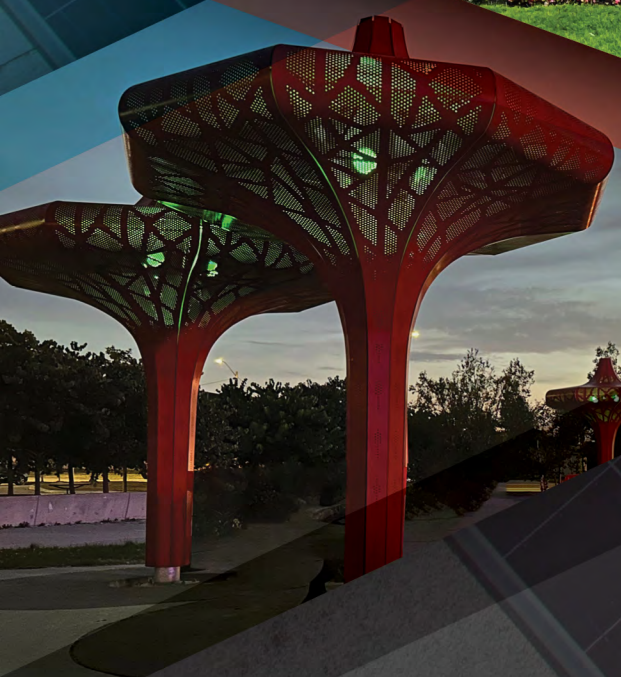
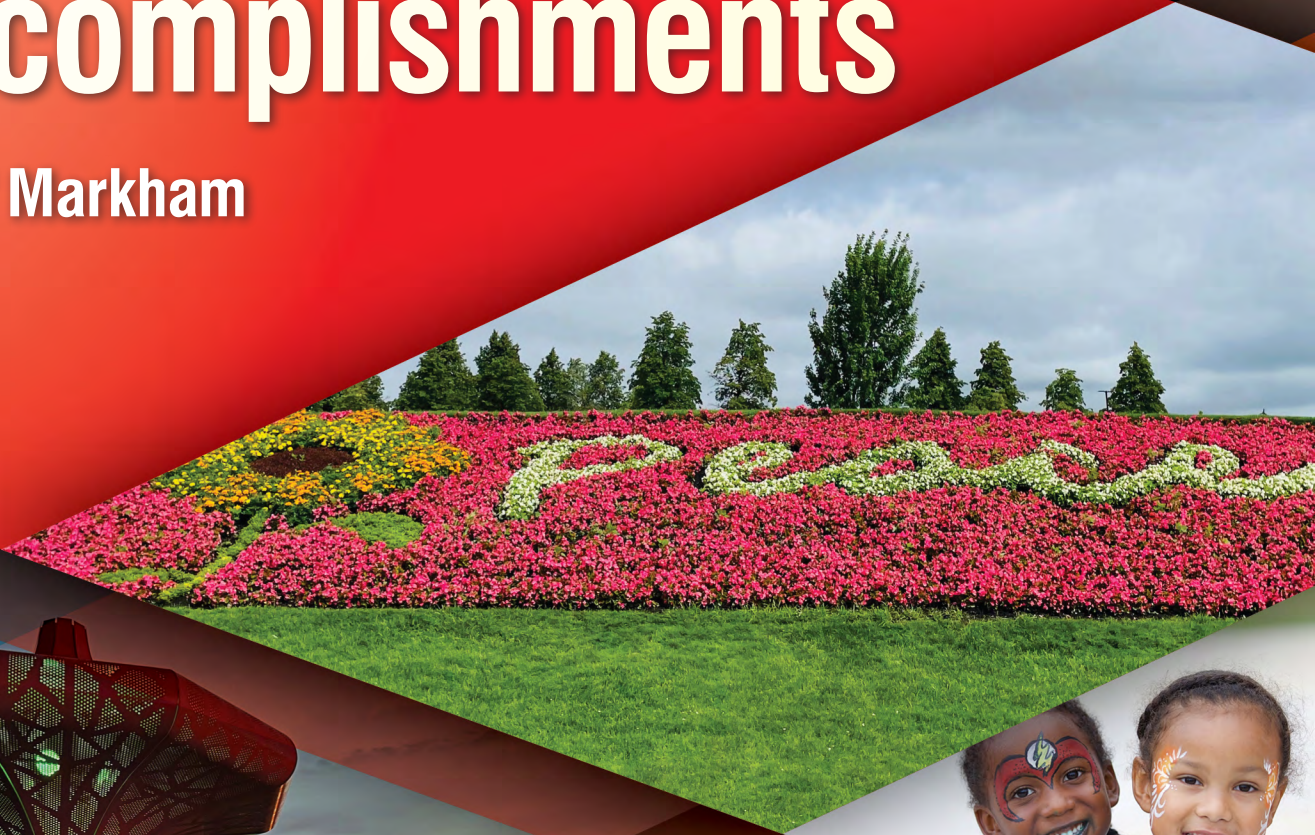
GOAL 1	Measure of Success	2023	2022
Exceptional Services by Exceptional People Goal Statement: <i>We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment</i>	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders - % of residents in agreement (2022).	92%	92%
	Community facilities are in good condition - % of residents in agreement (2022).	91%	91%
	Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)	7 Surveys 83.6%	8 Surveys 83.2%
	% of transactional services that are provided and received on-line	80+	80+
	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	65.2%	65.2%
GOAL 2 Engaged, Diverse, Thriving and Vibrant City of Markham Goal Statement: <i>We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.</i>	Overall quality of life in Markham (2022) - % of residents in agreement.	90%	90%
	City Services are accessible - % of residents in agreement (2022).	89%	89%
	City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement (2022).	90%	90%
	# of visits to our municipal arts, recreation, library, sporting venues	7,700,000	3,853,938
	Community Centres	2,108,066 (Digital:	1,073,938
	Libraries	3,720,798)	
	Cultural Venues	197,828	94,566
	Number of cultural institutions and sporting facilities per 100k population (ISO data 2022)	131	122.3
	Gross sq. ft. of office space constructed in:	0 sq. ft.	0 sq. ft.
	- Centres, Corridors, - Business Parks (annual)	0 sq. ft.	0 sq. ft.
GOAL 3- Safe, Sustainable and Complete Community Goal Statement: <i>We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning,</i>	% of trips by mode of transportation for morning peak period to and from Markham: <ul style="list-style-type: none"> - Transit - Auto - walk and cycle, - other (Transportation Tomorrow Survey was last conducted in 2016 and will be completed this spring but 2023 data won't be released until 2024)	Not Available Not Available Not Available	Not Available Not Available Not Available
	% of residents in agreement that Markham is a safe city (2022).	90%	90%

<i>infrastructure management, and services.</i>	<p>Average number of public transport trips per capita (ISO data 2022) KM of bicycle paths and lanes per 100k population (ISO data 2021) Transportation deaths per 100k population (ISO data 2021) % of population living within 0.5km of public transit running at least every 20 min during peak periods</p> <p>Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual)</p> <p>Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)</p> <p>Waste Diversion Rate (curbside and depots)</p> <p>% of area designated for natural protection (ISO data 2022) Green area (hectares) per 100k population (ISO data 2022)</p> <p>% 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.</p>	<p>16.82 56.06 1.4</p> <p>81.49%</p> <p>2022 Data: 0% (0 Units)</p> <p>2022 Data: 100% (9 second units)</p> <p>79.7%</p> <p>32.2% 1,456.77</p> <p>Data available starting 2025</p>	<p>24.6 55.5 1.1</p> <p>76.9%</p> <p>2021 Data: 0% (0 Units)</p> <p>2021 Data: 100% (16 second units)</p> <p>79.9%</p> <p>32.2% 1462.01</p> <p>Data available starting 2025</p>
<p>GOAL 4 Stewardship of Money and Resources</p> <p>Goal Statements: <i>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.</i></p>	<p>Net City of Markham Operating Cost per Household (annual)</p> <p>Non-Residential Property taxes (as a % of total property taxes levied)</p> <p>Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)</p> <p>% of agreement that City services represent good value for tax dollar (2022).</p>	<p>\$1,378.60</p> <p>16.5%</p> <p>25 years</p> <p>79%</p>	<p>\$1,327.33</p> <p>16.8%</p> <p>25 years</p> <p>79%</p>



2023 Accomplishments

City of Markham





Land Acknowledgement

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

On the front cover: Fire recruit graduation 2023 (top); "Peace" flower bed at Markham Civic Centre (centre); Public Art installation at Aaniin Community Centre (bottom left); Markham-Milliken Children's Festival (bottom right).

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



Markham is more than one of Canada's premier municipalities. Markham is a leader in innovation, sustainability, financial management and community building. Our track record speaks for itself. In everything we do, we put people first and continually enhance the customer experience while always respecting tax dollars. Residents have come to expect service excellence and we pride ourselves on excellent and efficient service delivery.

Markham is more than just Canada's most diverse city. We are a beacon of inclusivity, a close-knit set of communities stitched into a beautiful mosaic comprising of people from all over the world. Our Diversity Action Plan anchors the work we are doing to ensure that everyone feels welcome, heard and included. We continued on our Truth and Reconciliation journey and were awarded the hosting rights to the 50th Anniversary of the 2024 Little Native Hockey League Tournament, Cultural Festival and Gala, which took place in March.

Markham is more than just a well-planned city. We have a housing pledge that is guiding our work to support the provincial goal of building 1.5 million new homes, 44,000 of which are earmarked for Markham. We are fast-tracking important construction projects like the new Highway 404 collector bridge north of 16th Avenue to get people moving faster. New pedestrian safety crossings and school safety zones were unveiled to keep residents safe. We were also awarded \$2.5 million to launch an automotive and mobility demonstration zone in Markham Centre.

Markham is more than just an economic powerhouse. Our new Economic Development and Culture Strategy will guide

our plan to retain and attract business to Markham while we also seek to advance the Markham Innovation Exchange, our signature new innovation district. The Markham Pan Am Centre continues its impressive rise as one of the province's top sporting destinations playing host to 500,000 athletes at 95 international, national and regional sporting events.

Markham is more than an environmentally-focused City. We're building trails and parks, planting thousands of trees, and protecting neighbourhoods from the risks of flooding. Five new parks were unveiled in 2023, adding to our already impressive inventory of greenspaces. We are a leader in sustainability, greening our fleet and facilities, improving our waste diversion rate, piloting geothermal energy systems in new housing subdivisions and expanding our award-winning district energy system. To support our furry friends and their owners, we unveiled an off-leash dog park pilot program with locations across the city.

Markham is more than just a responsible caretaker of your tax dollars. Residents receive exceptional services that are fiscally responsible. Markham continues to receive national awards for its budgeting practices and has maintained the 18-year lowest average tax increase in the GTA.

Markham is more because our staff, along with many more people in the community make it so. I thank our residents, our businesses and our many partners who have contributed to our success.

Frank Scarpitti
Frank Scarpitti
 Mayor

Message from the CAO

The City of Markham is an award-winning municipality with a laser focus on driving efficiencies, innovating in constantly changing times and delivering exceptional services by exceptional people. We are committed to delivering high quality programs and services that meet and exceed the expectations of residents and businesses. This is our excellence journey and I am delighted to present you a report highlighting our accomplishments from 2023.

The City maintained momentum on accomplishing its goals and actions identified in our Strategic Plan. We also approved an extension to our current strategic and launched consultations with members of council and the public on what additional action items to include in the refreshed version.

In 2022, our Contact Centre celebrated its 20th anniversary. This important milestone highlights our efforts throughout the last 20 years to deliver exceptional customer service. We have expanded that service by offering after-hours assistance for emergencies and launched an updated virtual assistant capable of answering over 100 service categories. A new recreation and culture registration system was successfully launched in 2023 with over 101,000 user accounts created. The new system makes enrolling in recreation, culture and library programs, and the booking of City facilities, easier for residents by allowing them to do everything in one place, resulting in a better user experience. We continued important work to keep our community safe, resilient and future-ready with flood mitigation efforts. To support the goal of building 1.5 million homes, 44,000 of which are targeted for Markham, we provided comments to the

Provincial Government on various legislation, adopted a housing pledge and were successful in receiving \$58.8 million from the Federal Government to support the delivery of 1,900 residential units across 7 projects in Markham. Markham also stood above the rest, winning national recognitions for innovations in road operations, sustainability efforts and the 2022 municipal election.

I am honoured to lead a dedicated and passionate group of city builders. In everything we do, we have our customer's interests top of mind. In 2023, we were once again recognized as one of Canada's top employers in Forbes' annual list. The City of Markham also received the Canadian Award for Financial Reporting for the 21st consecutive year. The City is committed to ensuring our workforce reflects the community we serve and we began important work on implementing first year actions in the Diversity Action Plan.

The City has made great strides in accomplishing our goals established in the current Strategic Plan. We remain committed to working closely with our community to deliver a strong, cohesive and livable city where everyone feels included and celebrated. I look forward to sharing more of our progress in 2024.



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

**19
Million**
social media
impressions

Undertook
7
customer
service
surveys


9 Million
website views

100,000 Visits
to Your Voice Markham

Launch of
**New Economic
Development Website**
to promote business and
investment attraction

Launch of
Virtual Assistant 2.0
with 100+ topics & 24/7 answers

New
**Recreation
& Culture
Registration
System**
resulting in
100,000+
accounts &
93%
adoption
rate



Service Excellence



20th Anniversary of Contact Centre

91% of Residents
agree that **City facilities** are
in good condition

9,102
emergencies and fires
responded to by **MFES**

\$258 Million
total construction value
reviewed by staff in 2023



295
development applications
approved

90%+

positive outcome for cats &
dogs lost or needing a home

338

development submissions
processed by Engineering to
support growth

41

small business seminars
hosted supporting
entrepreneurs

1,400+

small businesses supported
by **Digital Main Street team**
and assisted 371 businesses
qualify for grants totaling
over \$1.1 million



Recognitions



Platinum Level

certification awarded to the City by WCCD for fourth consecutive year

Artificial Intelligence in Road Operations Honours:

Ontario Public Works Association
Project of the Year

Better Road Infrastructure
Engineering Practices York Chapter
Engineering Project of the Year

Ontario Galleries Award

for Varley Art Gallery for
Innovation in a Collections
Based Exhibition

Markham 2022 Municipal Election Honours:

2023 Willis Award
for Innovation (CAMA)

2023 EA Danby Award
in Municipal Administration
(AMCTO)

2023 Peter J. Marshall Municipal
Innovation Award (AMO)

2023 IPAC Award in Innovation

Sustainability Recognitions:

FCM-ICLEI Canada Partners for
Climate Protection program (PCP)

Climate Challenge Network -
Excellence in Building Operations
for 2022

FCM Sustainable Communities Award

79% of Residents

agree that **City services**
represent good value
for tax dollar

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

201

community events

Launch of City's
new **eNewsletter** and blog

Markham Now

Over 5 Million

digital and in-person visits to
Markham Public Library

Jazzlicious

a new destination
focused event

200,000

attendees and program
participants to **Markham Museum,**
Markham Flato Theatre and
Varley Art Gallery, surpassing
pre-pandemic numbers

80%

of items borrowed or returned
through self-service at
Markham Public Library

30,000+

attendees at **Canada Day**
and **Markham-Milliken**
Children's Festival





Canada Day celebration (left); Standing in the Doorway exhibition at Markham Museum (middle); Every Child Matters flag was raised at Markham Civic Centre in recognition of the National Day for Truth and Reconciliation and Orange Shirt Day (right).



Diverse

66 Proclamations

issued commemorating
dates of significance

New Food Pantry

at Aaniin Community Centre Hub

Launch of

Black Heritage Collection

at Markham Public Library

8,127 Youth Cards

in 2023 issued, providing fine-free,
equitable access to library content

Developed Markham Public Library's

Inclusion, Diversity, Equity and Accessibility Plan

Celebrate Markham provided over

\$250,000 in Funding to 58 Applicants

Markham Museum & Varley Art
Gallery programs highlighting

Chinese Immigration to Canada

Developed a new

Digital Literacy Initiative for Newcomer Older Adults

Committed to

Truth and Reconciliation

through new staff training and
initiatives



World Aquatics Artistic Swimming World Cup at Markham Pan Am Centre (left) and Mayor welcoming Marion Jacko, President and Chico Ralf, Vice-President of LNHL at Markham Civic Centre (right).



Thriving

Markham Pan Am Centre hosted
95 Events
 with **500,000** athletes

Markham Is More
 Economic Development &
 Culture Strategy

5 New Parks
 totaling **13 acres**

Markham awarded hosting of
**2024 Little Native
 Hockey League
 Tournament, Cultural
 Festival & Gala**

25% Increase
 in fitness memberships

Implementation of
Destination Markham
 Tourism Strategic
 Master Plan

New Makerspaces
 at **Markham Village** and
Cornell Library branches to
 advance **digital literacy**

**City's First Off-leash
 Dog Park Pilot Program**

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plows and driveway machines

**Replaced and Refurbished
Playgrounds**
to meet **accessibility guidelines**

37,000+ building inspections
and **847** building investigations

90% of Residents
feel **Markham is a safe city**



Austin Dr. Mini Forest tree planting (left); and 2023 Markham Cycling Day (right).



Sustainable

\$98.6 Million

invested to date in **flood control remediation** across Markham

80% Waste Diversion Rate

Launch of pilot of
100L Green Cart
for households generating higher
amounts of organic waste

City-wide pilot to raise awareness
on residential

**Electric Lawn
Equipment Recycling**

11,000+ Trees and Shrubs
planted to create 5 hectares of forest

**Electric Vehicle
Charging Stations**
at all City facilities

Secured external funding for
4 Pilot Projects
to achieve **deep energy and
greenhouse gas (GHG) reductions**

2,000+ Residents
attended sustainability events

Awarded \$2.5M
for **Automotive & Mobility
Demonstration Zone** in Markham Centre



Markham Centre Trails (left); and Markham signed municipal Housing Pledge on March 22, 2023 (right).



Complete Community

Official Opening of **Markham Centre Trails**

Provided comments to
Provincial Government on
legislative changes to support
building of more housing

Issued permits for
1,980 New Housing Units
(under construction)

Awarded \$58.8 Million
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Request for Proposals
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Advancement of
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Exchange (MiX)**
with focused studies

City's Housing Pledge 2023
– Supporting Province in
building 44,000 new homes in
Markham over 10 years

Issued occupancy permits for
2,524 Housing Units
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Advanced Secondary Plans
for **Markham Centre, Milliken,
Markville, Mount Joy & Yonge Corridor**

Produced Business Case
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*Distinguished
Budget Presentation
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2000-2023*

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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.

\$35.3 Million

cumulative savings and revenue enhancements through
E3 Program with property tax avoidance of 27.98%

29% Residents

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Online Billing

Government Finances

**Officers Association (GFOA)
Distinguished Budget Award**

– 24th Consecutive Year

Canadian Award for Financial Reporting

– 21st Consecutive Year

Over 1,400 Water Meters

repaired and replaced

Over 30% Increase

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to share important messaging
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program that reflects
City greening initiatives

Completion of Health, Safety
and Accessibility enhancements
at City facilities

Updated planning and
engineering fee model

Procurement achieved

\$480,000

in negotiated savings

Completion of lean review
of the City's development
review process

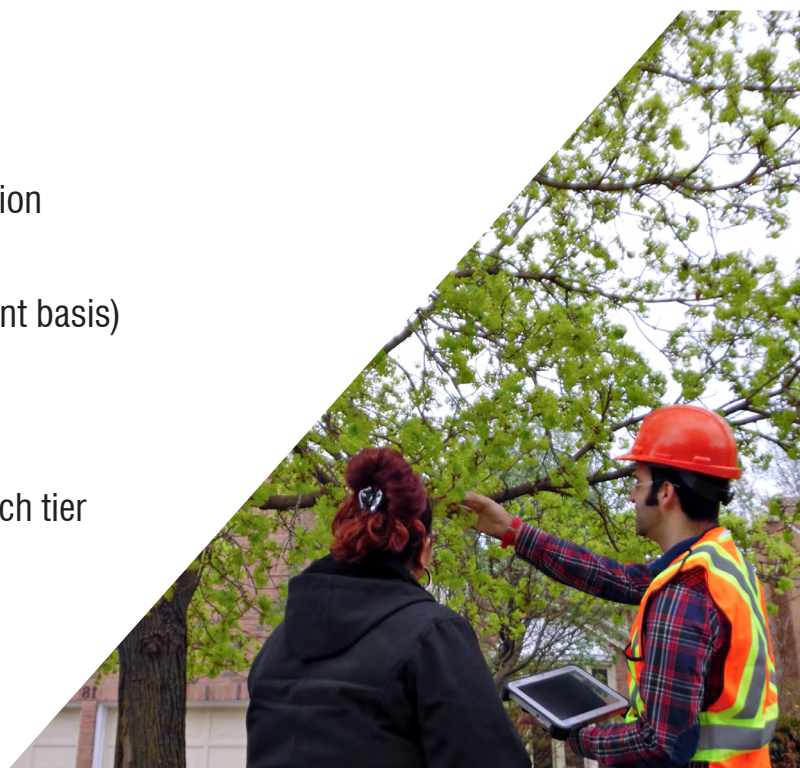


Markham Civic Centre and reflection pond.

Key Services

- Animal services
- Building permits and inspections
- Burial permits
- Development applications
- Fire services
- Freedom of Information (FOI) requests
- Local road maintenance
- Marriage licenses (urgent basis)
- Organic, garbage and recycling collection
- Parking enforcement
- Property standards enforcement (urgent basis)
- Property tax
- Waterworks services

Learn more about the different roles of each tier of government at [markham.ca/About](https://www.markham.ca/About)





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 for the future.

Our Values

- Cooperation and teamwork
- Focus on continuous improvement
- Respect for the individual
- Process-driven and prevention-based strategic planning
- Primary focus on the customer
- Responsibility to society
- Leadership through involvement
- Factual approach to decision-making
- People encouraged to make a contribution



Images on next page (from left to right):

1st row: People cheering on team Canada during Pan Am Artistic Swimming World Cup; Santa Claus parade; Fire recruit graduation.

2nd row: Markham Centre Trail opening ceremony; Huntington Park Pedestrian Bridge installed; Family enjoying skating at Markham Civic Centre outdoor ice rink.

3rd row: Mayor's Black Youth Liaison Committee at "The Reading Circle" at Aniin Library; Highway 404 road crossing groundbreaking ceremony.

4th row: Markham fitness centre; Canada Day celebration; Markham Firefighter Memorial Ceremony.



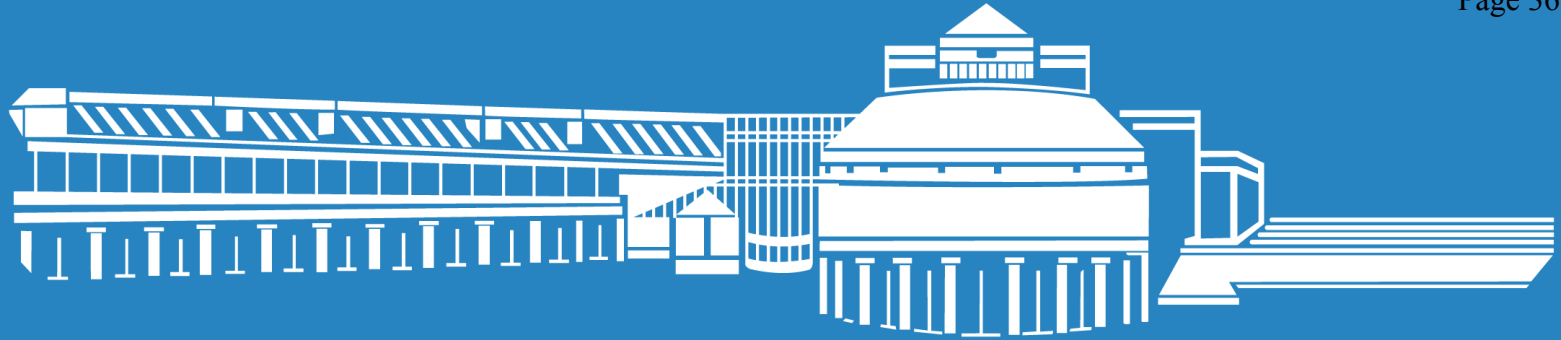


Markham-Milliken Children's Festival, a Top 100 Event in Ontario for 2024, took place outside of Aaniin Community Centre on September 9, 2023.

**Markham Civic Centre
Anthony Roman Centre**

101 Town Centre Blvd., Markham, ON, L3R 9W3
905.477.5530 | customerservice@markham.ca
markham.ca/StrategicPlan





BUILDING MARKHAM'S FUTURE TOGETHER

2020-2023 Strategic Plan

GENERAL COMMITTEE UPDATE
APRIL 16, 2024

2023

Accomplishments



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**





Message from the Mayor

Markham is More

Markham is more than one of Canada's premier municipalities. Markham is a leader in innovation, sustainability, financial management and community building. Our track record speaks for itself. In everything we do, we put people first and continually enhance the customer experience while always respecting tax dollars. Residents have come to expect service excellence and we pride ourselves on excellent and efficient service delivery.

Markham is more than just Canada's most diverse city. We are a beacon of inclusivity, a close-knit set of communities stitched into a beautiful mosaic comprising of people from all over the world. Our Diversity Action Plan anchors the work we are doing to ensure that everyone feels welcome, heard and included. We continued on our Truth and Reconciliation journey and were awarded the hosting rights to the 50th Anniversary of the 2024 Little Native Hockey League Tournament, Cultural Festival and Gala, which took place in March.

Markham is more than just a well-planned city. We have a housing pledge that is guiding our work to support the provincial goal of building 1.5 million new homes, 44,000 of which are earmarked for Markham. We are fast-tracking important construction projects like the new Highway 404 collector bridge north of 16th Avenue to get people moving faster. New pedestrian safety crossings and school safety zones were unveiled to keep residents safe. We were also awarded \$2.5 million to launch an automotive and mobility demonstration zone in Markham Centre.

Markham is more than just an economic powerhouse. Our new Economic Development and Culture Strategy will guide our plan to retain and attract business to Markham while we also seek to advance the Markham

Innovation Exchange, our signature new innovation district. The Markham Pan Am Centre continues its impressive rise as one of the province's top sporting destinations playing host to 500,000 athletes at 95 international, national and regional sporting events.

Markham is more than an environmentally-focused City. We're building trails and parks, planting thousands of trees, and protecting neighbourhoods from the risks of flooding. Five new parks were unveiled in 2023, adding to our already impressive inventory of greenspaces. We are a leader in sustainability, greening our fleet and facilities, improving our waste diversion rate, piloting geothermal energy systems in new housing subdivisions and expanding our award-winning district energy system. To support our furry friends and their owners, we unveiled an off-leash dog park pilot program with locations across the city.

Markham is more than just a responsible caretaker of your tax dollars. Residents receive exceptional services that are fiscally responsible. Markham continues to receive national awards for its budgeting practices and has maintained the 18-year lowest average tax increase in the GTA.

Markham is more because our staff, along with many more people in the community make it so. I thank our residents, our businesses and our many partners who have contributed to our success.

Frank Scarpitti
Frank Scarpitti
 Mayor

Message from the CAO

The City of Markham is an award-winning municipality with a laser focus on driving efficiencies, innovating in constantly changing times and delivering exceptional services by exceptional people. We are committed to delivering high quality programs and services that meet and exceed the expectations of residents and businesses. This is our excellence journey and I am delighted to present you a report highlighting our accomplishments from 2023.

The City maintained momentum on accomplishing its goals and actions identified in our Strategic Plan. We also approved an extension to our current strategic and launched consultations with members of council and the public on what additional action items to include in the refreshed version.

In 2022, our Contact Centre celebrated its 20th anniversary. This important milestone highlights our efforts throughout the last 20 years to deliver exceptional customer service. We have expanded that service by offering after-hours assistance for emergencies and launched an updated virtual assistant capable of answering over 100 service categories. A new recreation and culture registration system was successfully launched in 2023 with over 101,000 user accounts created. The new system makes enrolling in recreation, culture and library programs, and the booking of City facilities, easier for residents by allowing them to do everything in one place, resulting in a better user experience. We continued important work to keep our community safe, resilient and future-ready with flood mitigation efforts. To support the goal of building 1.5 million homes, 44,000 of which are targeted for Markham, we provided comments to the Provincial Government on various legislation,

adopted a housing pledge and were successful in receiving \$58.8 million from the Federal Government to support the delivery of 1,900 residential units across 7 projects in Markham. Markham also stood above the rest, winning national recognitions for innovations in road operations, sustainability efforts and the 2022 municipal election.

I am honoured to lead a dedicated and passionate group of city builders. In everything we do, we have our customer's interests top of mind. In 2023, we were once again recognized as one of Canada's top employers in Forbes' annual list. The City of Markham also received the Canadian Award for Financial Reporting for the 21st consecutive year. The City is committed to ensuring our workforce reflects the community we serve and we began important work on implementing first year actions in the Diversity Action Plan.

The City has made great strides in accomplishing our goals established in the current Strategic Plan. We remain committed to working closely with our community to deliver a strong, cohesive and livable city where everyone feels included and celebrated. I look forward to sharing more of our progress in 2024.



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

19 Million

social media impressions

100,000 Visits

to Your Voice Markham

Launch of

Virtual Assistant 2.0

with 100+ topics & 24/7 answers



9 Million

website views

Launch of

New Economic Development Website

to promote business and investment attraction

7

customer service surveys

New **Recreation**

& Culture Registration

System resulting in
100,000+ accounts &
93% adoption rate



Service Excellence

91% of Residents
agree that **City facilities** are in
good condition

9,102
emergencies and fires
responded to by **MFES**

\$258 Million
total construction value
reviewed by staff in 2023

20th Anniversary
of Contact Centre

41
small business seminars hosted
supporting entrepreneurs

1,400+
small businesses supported by
Digital Main Street team and
assisted 371 businesses qualify
for grants totaling over \$1.1 million

338
development submissions
processed by Engineering to
support growth

90%+
positive outcome for cats &
dogs lost or needing a home

295
development applications
approved



Recognitions

Platinum Level

certification awarded to the City by WCCD for fourth consecutive year

Artificial Intelligence in Road Operations Honours:

Ontario Public Works Association
Project of the Year

Better Road Infrastructure Engineering
Practices York Chapter Engineering
Project of the Year

79% of Residents

agree that **City services** represent
good value for tax dollar



Sustainability Recognitions:

FCM-ICLEI Canada Partners for Climate
Protection program (PCP)

Climate Challenge Network - Excellence
in Building Operations for 2022

FCM Sustainable Communities Award

Markham 2022 Municipal Election Honours:

2023 Willis Award
for Innovation (CAMA)

2023 EA Danby Award
in Municipal Administration (AMCTO)

2023 Peter J. Marshall Municipal
Innovation Award (AMO)

2023 IPAC Award in Innovation

Ontario Galleries Award

for Varley Art Gallery for
Innovation in a Collections
Based Exhibition



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

201

community events

Jazzlicious

a new destination focused event

Launch of City's
new **eNewsletter** and blog

Markham Now

200,000

attendees and program participants
to **Markham Museum, Markham
Flato Theatre** and **Varley Art Gallery**,
surpassing pre-pandemic numbers

80%

of items borrowed or returned
through self-service at
Markham Public Library

30,000+

attendees at **Canada Day**
and **Markham-Milliken
Children's Festival**

Over 5 Million

digital and in-person visits to
Markham Public Library





Diverse

66 Proclamations

issued commemorating dates of significance

Committed to

Truth and Reconciliation

through new staff training and initiatives

New Food Pantry

at Aaniin Community Centre Hub

Launch of

Black Heritage Collection

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BUILDING MARKHAM'S FUTURE TOGETHER

2020-2023 Strategic Plan

MEASURES OF SUCCESS

GOAL 1:
Exceptional Services by Exceptional People

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

Measure of Success	2022	2023
<ul style="list-style-type: none">Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)	92%	92%
<ul style="list-style-type: none">Community facilities are in good condition - % of residents in agreement (2022).	91%	91%
<ul style="list-style-type: none">Overall customer satisfaction (Internal and External Services) from department surveys completed this year (annual)	83%	84%
<ul style="list-style-type: none">% of transactional services that are provided and received online	80+	80+
<ul style="list-style-type: none">Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	65.2%	65.2%

GOAL 2:

Engaged, Diverse, Thriving & Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Measure of Success	2022	2023
<ul style="list-style-type: none">• Overall quality of life in Markham (every 2 years)	90%	90%
<ul style="list-style-type: none">• City Services are accessible - % of residents in agreement.	89%	89%
<ul style="list-style-type: none">• City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement.	90%	90%
<ul style="list-style-type: none">• # of visits to our municipal arts, recreation, library, sporting venues		
<ul style="list-style-type: none">• Community Centres	3,853,938	7,700,000
<ul style="list-style-type: none">• Libraries	1,073,938	2,108,066
<ul style="list-style-type: none">• Cultural Venues	94,566	197,828

GOAL 2:
Engaged, Diverse, Thriving & Vibrant City

Measure of Success	2022	2023
<ul style="list-style-type: none">Number of cultural institutions and sporting facilities per 100k population (ISO data 2021)	122.3	131
<ul style="list-style-type: none">Gross sq. ft. of office space constructed in:<ul style="list-style-type: none">- Centres and Corridors- Business Parks (annual)	0 sq.ft 0 sq.ft	0 sq. ft. 0 sq. ft.
<ul style="list-style-type: none">Total Employment in Markham (biennial)	177,400	177,400
<ul style="list-style-type: none">Number of businesses per 100k population (ISO data 2021)	3,062.3	2,855

GOAL 3:

Safe, Sustainable & Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Measure of Success	2022	2023
<ul style="list-style-type: none">% of trips by mode of transportation for morning peak period to and from Markham:<ul style="list-style-type: none">- Transit- Auto- Walk and cycle- Other(Transportation Tomorrow Survey was last conducted in 2016 and will be completed this spring but 2023 data won't be released until 2024)	Not Available	Not Available
<ul style="list-style-type: none">% of residents in agreement that Markham is a safe city (2022).	90%	90%
<ul style="list-style-type: none">Average number of public transport trips per capita (ISO data 2021)	24.6	16.82
<ul style="list-style-type: none">KM of bicycle paths and lanes per 100k population (ISO data 2021)	55.6 km	56.06 km
<ul style="list-style-type: none">Transportation deaths per 100k population (ISO data 2021)	1.1	1.4
<ul style="list-style-type: none">% of population living within 0.5km of public transit running at least every 20 min during peak periods	76.9%	81.49%

GOAL 3:

Safe, Sustainable & Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Measure of Success	2022	2023
<ul style="list-style-type: none"> Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual) 	2021 data: 0% (0 units)	2022 data: 0% (0 units)
<ul style="list-style-type: none"> Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual) 	2021 data: 100% (16 second units)	2022 data: 100% (9 second units)
<ul style="list-style-type: none"> Waste Diversion Rate (curbside and depots) 	79.9%	79.7%
<ul style="list-style-type: none"> % of area designated for natural protection (ISO data 2021) 	32.2%	32.2%
<ul style="list-style-type: none"> Green area (hectares) per 100k population (ISO data 2021) 	1,462.01	1,456.77
<ul style="list-style-type: none"> % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years). An update to the Community Energy Plan is planned for 2023-2024. Markham staff expect to be able to report on results regularly starting in 2025. 	N/A	N/A

GOAL 4:
Stewardship of Money and Resouces

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

Measure of Success	2022	2023
<ul style="list-style-type: none">• Net City of Markham operating cost per household (annual)	\$1,327.33	\$1,378.60
<ul style="list-style-type: none">• Non-residential property taxes (as a % of total property taxes levied)	16.8	16.5%
<ul style="list-style-type: none">• Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/replacement needs (annual)	25 years	25 years
<ul style="list-style-type: none">• % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)	79%	79%





Recommendations:

THAT the report entitled Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan Update be received; and

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





Report to: General Committee

Meeting Date: April 16, 2024

SUBJECT: Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan

PREPARED BY: Bryan Frois, Senior Manager, Strategy, Communications and Executive Operations,
Andrea Cecchetto, Director, Markham Public Library

RECOMMENDATION:

1. That the report entitled Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan be received; and,
2. That the revised Building Markham's Future Together 2020 – 2026 Strategic Plan attached as Appendix A, be adopted by the City; and,
3. That Staff report annually on the status of Building Markham's Future Together 2020 - 2026 Strategic Plan; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

- In early 2020, Council approved the City's Strategic Plan - Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan.
- Despite the challenges of the Covid-19 pandemic, the City has made significant headway on a number of actions identified in the 2020-2023 strategic plan, while also advancing important city building projects.
- In April 2023, Markham 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.
- An extension to the strategic plan was approved in April 2023 and tasked staff with undertaking a consultation process with Members of Council and community to review current priorities and propose potential actions to be added to the strategic plan pending council endorsement.
- The consultation period consisted of workshops with Members of Council and senior staff, as well as the launch of a public survey and public information session.
- Input from the workshops and findings from the public survey were considered in drafting the revised strategic plan.
- New metrics have been identified for the four BMFT Goal Areas and have been included as part of the annual reporting out to show achievements and progress towards each Goal.
- Results from the workshops and public survey identified how respondents prioritized strategic actions under each of the BMFT Goal Areas, as well as overall when considering the future of Markham
- The top three overall resident priorities for Markham include: Transportation (49%), Density (33%) and Greenspace (18%)
- 2024 community survey confirmed that the priorities of the current strategic plan supported through feedback from council, staff and the public remain relevant.

-
- The results also support some of the work we are committed to doing to bring more housing to Markham, fight climate, improve communications and responsiveness to resident complaints.
 - The revised strategic plan will expire at the end of the 2026 calendar year.
 - Planning for the next strategic plan will coincide with the new council term.

PURPOSE:

The purpose of this report is to present the recommended revised Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan for Council for adoption and to report on the findings of the public engagement program that was undertaken to inform this plan.

BACKGROUND:

All public and private sector organizations use strategic plans as blueprints for priority actions to guide decision makers to achieve the desired outcomes identified by their stakeholders.

BMFT is the blueprint which informs Council decisions and departmental business plans to assure the future success of the City. At the start of each new Council term, municipal Councils and Staff revisit the strategic plan to confirm City goals and objectives, and identify key priorities for the term.

In 2007, Mayor Scarpitti's first Council term, Council and Senior Staff developed Building Markham's Future Together Strategic Plan (BMFT). The Plan has been reviewed at the beginning of each new term of Council, and a major update was undertaken in 2015. The Plan has served the City well to guide both strategic initiatives and service priorities.

In 2019, Markham Council and Senior Staff participated in a number of training and education workshops, working together to refresh and re-focus the priorities of the City's Strategic Plan.

The sessions provided Council with an opportunity to discuss and refine the Goals and Goal Statements, Strategic Objectives, Key Actions and Initiatives, and identify measure of success for each Goal.

On September 16, 2019, General Committee received the consolidated summary of the training and education sessions work and endorsed the proposed approach to engage the community and obtain feedback on the refreshed strategic plan.

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

Goal 1: Exceptional Services by Exceptional People

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

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.*

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.*

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.*

A number of Key Actions are proposed under each Goal Statement (See Appendix A). These Key Actions formed the basis of the survey used to solicit stakeholder feedback as part of the Community Engagement Program.

Each year since the approval of the current strategic plan, staff have provided a status update on Building Markham's Future Together, including a list of accomplishments from the previous year.

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.

The extension of the Plan will expire at the end of the current term of Council. It was recommended that workshops with both Members of Council and community stakeholders be launched in 2023 to identify any additional priorities for potential inclusion in the strategic plan.

The extension is intended to be a refresh of the current plan and ensure that important feedback from Members of Council and community is included in the revised and extended current strategic plan. Following the consultation period, recommended additions to the strategic plan will be brought before council for approval in April 2024.

Community Engagement Program

Subsequently after Markham Council approved an extension to the strategic plan, the City notified the public through the use of digital media communications channels. The public was informed that a consultation period was to be launched in the Fall of 2023. During the summer months of 2023, Markham staff developed a project plan for the strategic plan update. The engagement program consisted of 3 phases. The first was to consult Markham staff and Members of Council on what actions in the current strategic plan needed to be updated or added. A series of workshops held during General Committee and open to the public were held at Heintzman House and FLATO Markham Theatre. As well, guest speakers on a range of topics provided insights for consideration.

Guest speakers at Markham's Strategic Plan Workshops included Economist and housing expert Dr. Michael Moffatt, Senior Director at Smart Prosperity Institute and Associate Professor at University of Western Ontario. An Intergovernmental scan was provided by Sabine Matheson, Managing Principal at Strategic Corp. Finally, an economic outlook was provided by Rishi Sondhi, Economist at TD Bank Financial Group.

Members of Council and Staff reviewed the current strategic plan in a series of workshops and provided comments on the relevance of key actions. The program was facilitated by Consultant Meg West and Bryan Frois. Recommendations for either deletion or re-wording key actions were presented. Members of Council and Staff completed a fulsome review of all key actions and staff were tasked with developing a community survey based on the themes discussed.

The second phase of the engagement program consisted of inviting the public to a public information meeting held on Wednesday November 22 at Markham Civic Centre. The strategic plan community survey was also developed in the weeks prior to the public information meeting, taking into account the comments from Members of Council and staff.

The community meeting was attended by approximately 100 community members, members of Markham Council and City Staff. Mayor Scarpitti provided a high level summary of corporate accomplishments from the last three years of the Strategic Plan. Following the mayor's presentation, CAO Andy Taylor discussed next steps in the evolution of the revised strategic plan. Members of the public were when invited to ask questions of Markham representatives.

The following were suggestions shared by members of the public: Importance of transparent data reporting and regular progress updates on the City's digital platforms, Improving City communications with the public, managing growth in relation to new development, building more transit, tackling congestion, job creation and economic prosperity, and environmental sustainability and stewardship.

Following the public meeting, the online strategic plan survey was launched. Members of the public in attendance were provided a flyer assisting them in completing their survey. A large and robust communications campaign was to begin the following day involving the City's eNewsletter, mobile signage along the roadways, social media paid advertising, messaging in community centres and City facilities. Messaging requested the community to have a say in the future of their city by completing the Markham Strategic Plan survey. Members of Council were also provided content to include in their constituent communications.

Communications Tactic	Result
Social media organic advertising	22,500 impressions (Facebook, Instagram, X)
Digital media paid advertising	448,000 impressions (Facebook, Instagram, X)
Digital Signage (Railway & 407)	815,000 impressions (407, Rail Banners)
MarkhamNOW eNewsletter	2,709 recipients in December 2023
Website Visits (Markham Strategy)	5,510

*Does not include listener/viewer metrics of Contact Centre messaging and print signage in City facilities including libraries and community centres which would like amount to thousands of impressions.

Public Survey Findings

Process

- The public survey was available from November 22, 2023, to January 10, 2024.
- Over 900 residents completed the survey
- These results were reviewed by two individuals separately analyzed the data to ensure the analysis was independent and objective
- The analysts conducted a sentiment analysis to code individual responses into broader categories
- Based on frequency, categories of responses were further organized into themes to determine resident priorities
- These results were digitally validated twice to ensure accuracy and consistency of qualitative analysis

Results for Question 1: 'What Will Markham Look Like in 10-20 Years'

Summary of Responses

Number of Responses	597
Response Rate for Question	64%
Individual Sentiments	1,517
Breakdown of Sentiment	
Positive (i.e. hope/belief that Markham's future will be positive)	64%
Negative (i.e. Critical of Markham/Pessimistic of future of the city)	29%
Neutral (i.e. no discernable sentiment)	6%

Ranking of All Sentiments

Sentiment Categories	Frequency
Transportation	298
Development –Density	197
Parks/Greenspace	111
Population Growth	84
Diversity & Inclusion	84
Community Services	70
Sustainability	66
Economic Development	66
Development - Planning	65
Neighbourhoods – Walkable	60
Affordable Housing	50
General	43
Safety	42

Municipal Processes	31
Technology & Innovation	28
Vibrant	28
Entertainment	27
Education	24
Heathcare	23
Clean	18
Nostaliga for the past	14
Historic Presevation	13
Community	12
Family Friendly/Family Orientation	12
Ageing in Place	10
Duplicate Response	10
Cost of Living	10
Crime	10
Busy	7
Food Security	3
Homelessness	1
Grand Total	1,517

Summary of Top Responses

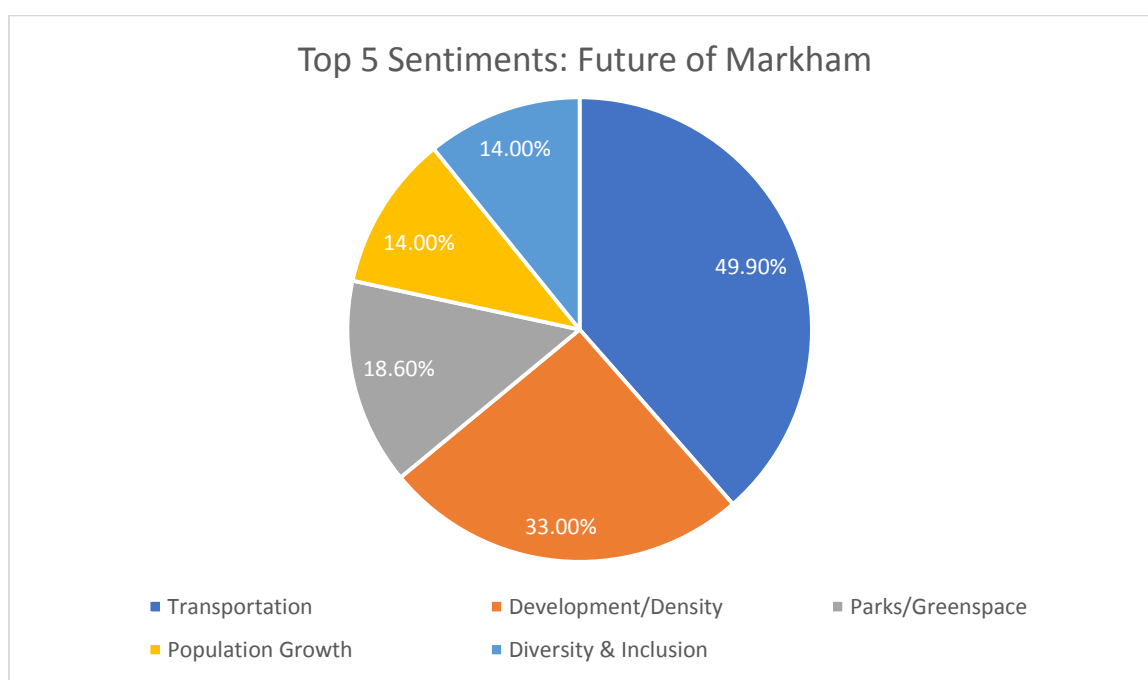


Fig.1 Top 5 Responses to the Question "What will Markham be Like in 10-20 Years", by Frequency.

Overall, growth is a major issue for Markham, according to survey respondents. Many residents are concerned about the city's ability to provide appropriate infrastructure and resources as the city densifies and urbanizes, particularly in the area of transportation.

Amenities such as parks, trails, greenspace in general and community services are all

sought after and considered necessary for the future of Markham. Diversity and inclusion, particularly the multicultural aspect of the city, is considered a strength.

Transportation

- Nearly 50% of the respondents focused on some aspect of transportation in their answer.
 - Of these, 43% emphasized the importance of improved public transit or other non-car options like cycling or walking.
 - 39% of the responses mentioned the issue of traffic congestion and fears for the future if development continues without additional planning for traffic control or alternatives.
 - Transit and non-car options were equally important to all age groups, but more important to those 39 years of age and younger.
 - Many comments expressed the preference to travel within Markham to meet their lifestyle needs (e.g. shopping, theatre, errands)
 - A specific preference expressed was to avoid travelling to Toronto or to have improved public transit to access Toronto

Ranking of Transportation-Related Sentiments

Transportation Issue	Number of Sentiments
Transit/Non-car	130
Traffic Congestion	118
Traffic Flow	45
Traffic Management	2
Not Specified	2
Parking	1
Grand Total	298

Results for Theme 1: Exceptional Services by Exceptional People

Q1.1: "Please Select the Actions you would Like the City to Consider Taking to Promote 'Exceptional Services by Exceptional People'"

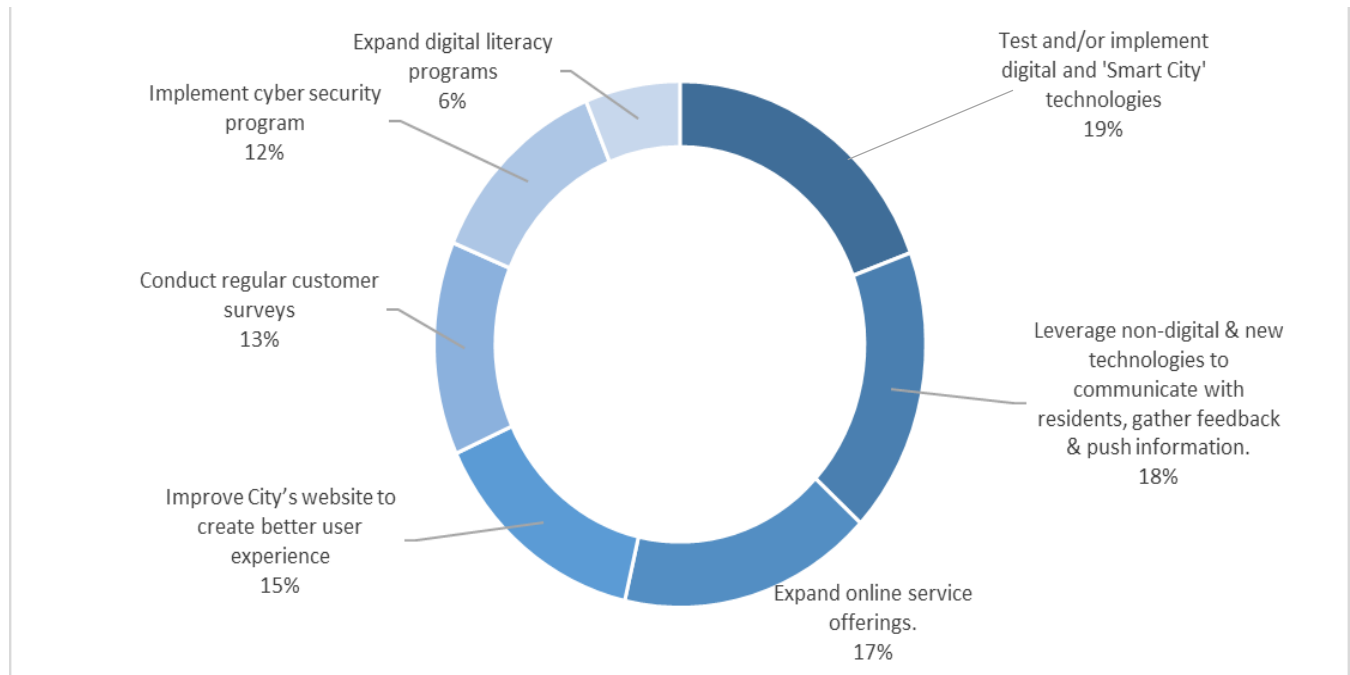


Fig.2 Distribution of Responses: "Please Select the Actions you would Like the City to Consider Taking to Promote 'Exceptional Services by Exceptional People'"

Q1.2: "Are there Other Actions you Would Like to See the City Consider doing to Promote 'Exceptional Services by Exceptional People'?"

Summary of Responses

Number of Responses	207
Response Rate for Question	22%
Individual Sentiments	271

Top 5 Themes in Open-Ended Responses

Theme	Sentiments	Response Frequency
Technology	32	11.8%
Community Services	27	9.9%
Transportation	26	9.5%
Accountability	24	8.8%
Communication from the City	23	8.5%

People vs. Technology in Service

Amongst the most frequent recommendations for improvements in 'exceptional services by exceptional people' were opportunities to improve or introduce self-service technologies, including a number of comments about self-registration for programs and activities.

Other comments focused around the need for digital literacy skills training if Markham continues to increase digital service, so that residents are supported in using these services. Website improvements were the most frequent comment within the “Technology” category, including both website improvements, as well as other online service interfaces, such as Xplor.

Community Services

These comments spoke about the general expansion of services (predominantly programming) from recreation and library, and in partnership with community-based social service organizations. A frequent recommendation was for residents to have the ability to take part in city-offered activities casually as a drop-in or without the stress of the registration process, since this would improve the service experience. Generally, the registration process can be reviewed to ensure barriers to access are reduced.

Services to older adults were mentioned specifically in the comments as an area for greater support. The snow removal and windrow programs was mentioned several times both with praise, and the desire for expansion of the service.

Transportation

Exceptional service in Markham means above all, improved transportation in both the areas of greater access and frequency of mass transit options and improved traffic management. Road maintenance was also mentioned as a method of managing traffic.

Municipal Communication

Improving response time for customer service requests, particularly resident requests (permits, by-laws, service issues), is the priority amongst survey respondents for communication from the city. Building awareness of community events, city processes, and planning information was also mentioned consistently.

Accountability

Tied into municipal communication, there was a clear need for greater transparency and accountability for municipal decision-making, particularly around spending and community planning.

Results for Theme 2: Engaged, Diverse, Vibrant, Thriving Community

Ranked Responses by Percentage Q2.1: “Please Select the Actions you would Like the City to Consider Taking to Create and ‘Engaged, Diverse, Vibrant and Thriving Community’”

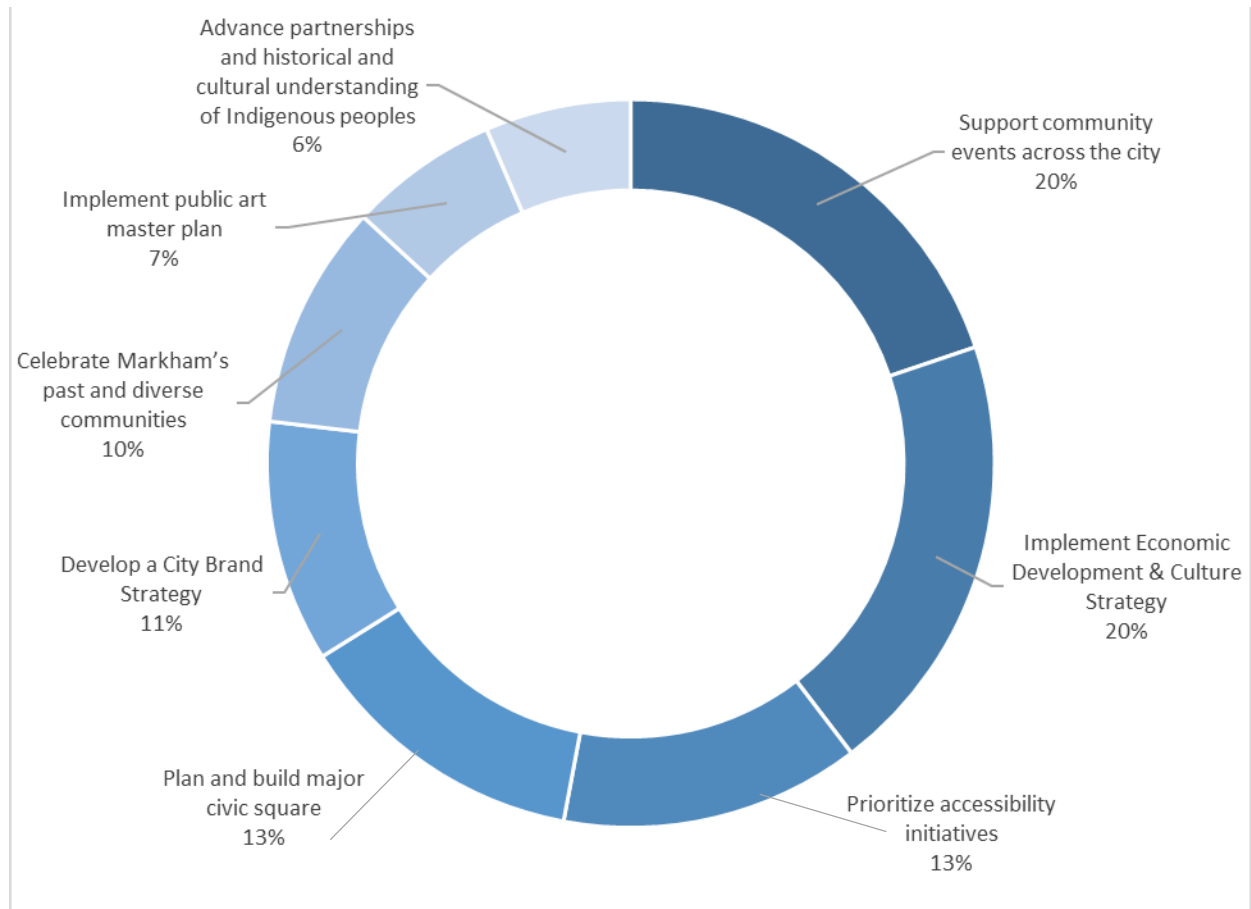


Fig.3 Distributopn of Responses: "Please Select the Actions you would Like the City to Consider Taking to Create and 'Engaged, Diverse, Vibrant and Thriving Community'"

Q2.2: "Are there Other Actions you Would Like to See the City Consider doing to Promote Markham as an Engaged, Diverse, Thriving and Vibrant City?"

Summary of Responses

Number of Responses	177
Response Rate for Question	19%
Individual Sentiments	231

Top 5 Themes in Open-Ended Responses

Theme	Sentiments	Frequency
Diversity/Inclusion	37	16.0%
Community Services	36	15.5%
City Planning	29	12.6%
Environment	15	6.4%
Community Building	14	6.0%

Many comments suggested opportunities to bring the community together:

- Community events was the most frequent suggestion to meet these needs (12%)
 - These events included sporting tournaments, entertainment amenities within Markham, cultural celebrations, fairs, arts and music events and 'other celebrations'
- Respondents expressed interest in that having more places to gather, specifically parks, trails, 'public space (unspecified)', community centres, and libraries
- Sentiment was mixed on the issue of encouraging more diversity
 - Responses indicated that the City could best do this by supporting organizations doing this work through partnership, funding and collective impact initiatives
 - Most commonly mentioned groups identified for support include: youth, people experiencing homelessness, older adults newcomers, individuals experiencing mental illness

Results for Theme 3: Safe, Sustainable and Complete Community

Ranked Responses by Percentage Q.3.1: "Please Rate what you Feel are the Top Actions for Achieving an Safe, Sustainable and Complete Community"

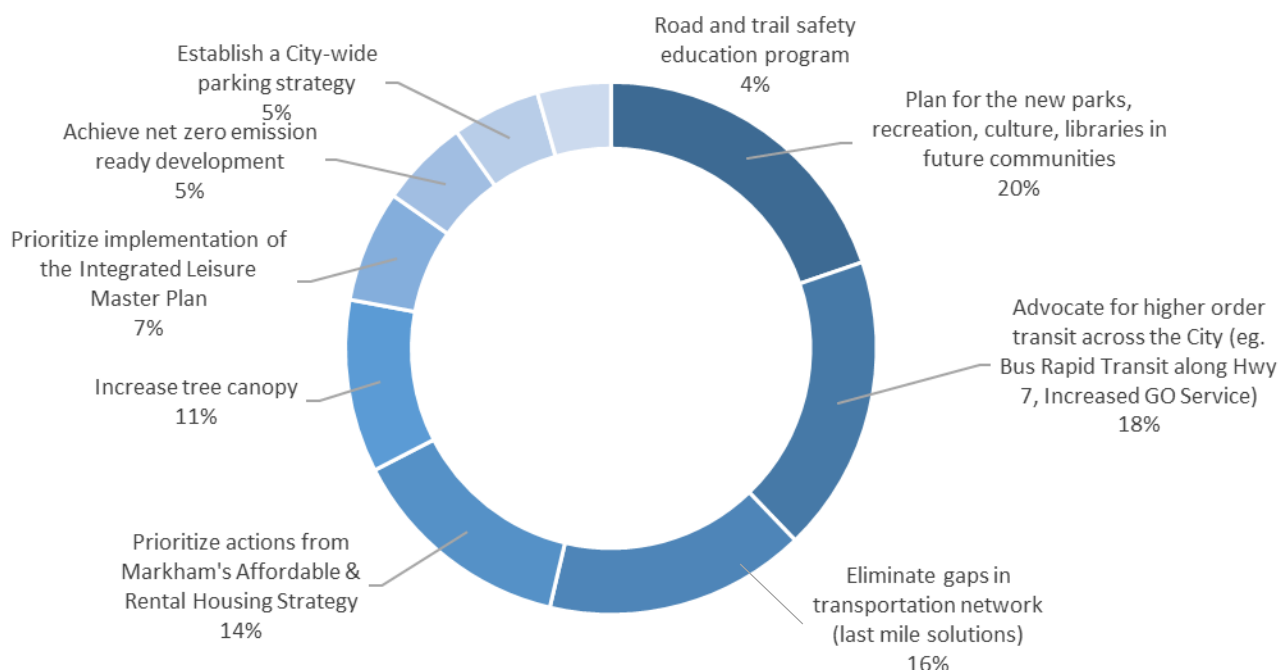


Fig.3 Distribution of Responses: "Please Select the Actions you would Like the City to Consider Taking to Create and Engaged, Diverse, Vibrant and Thriving Community"

Q3.2: "Are there Other Actions you Would Like to See the City Consider doing to help Markham achieve a safe, sustainable and complete community?"

Summary of Responses

Number of Responses	183
Response Rate for Question	19.7%
Individual Sentiments	341

Top 5 Themes in Open-Ended Responses

Theme	Number of Sentiments	Percentage Frequency
Transportation	123	36%
Community Services – Increased Amenities	32	9.3%
Crime Reduction	26	7.6%
Nature & Sustainability	25	7.3%
Parks/Greenspace Conservation	22	6.4%

Transportation

The majority of the transportation comments indicate that improvements to public transit infrastructure is essential for a sustainable and complete community. In particular, increasing the frequency of current YRT routes and creating safe cycling infrastructure would be best ways to improve the public transit in Markham. Route expansion and subway access as well as better coordination of YRT, TTC and GO routes and schedules would be helpful.

Traffic management was also identified as an area of significant improvement. Markham residents are worried about the current roadway system being able to sustain the development happening around the city. The best way to reduce car traffic is noted as optimizing and incentivizing public transit. Barring that, implementing traffic signs to better control traffic flow, enforcement of cars speeding in subdivisions and pedestrian safety would all support a safer commute.

Community Services – Increased Amenities

Increasing and expanding access to community services is the second most frequent response to how Markham can create a complete community. Recommendations made in these responses include:

- Increased access to recreation: pickleball courts, ice pads, and swimming pools
- Municipally provided services such as horticulture/arborists
- Waterworks
- Libraries and community centres

Crime Reduction

The most frequent specific recommendations included:

- Increased police and municipal security presence to manage petty crime and theft
- Neighbourhood watch and other civil security measures
- Bylaw enforcement around litter, dog parks, and parking

Focus on Preservation of Nature & Sustainable Practices

Most common responses include:

- Preservation of greenspace, trails and farmland
- Preservation of habitats
- Reducing/monitoring of water, air and litter pollution
- Improving mass public transit
- Improved municipal waste and recycling
- Tree planting and maintenance of the tree canopy

Results for Theme 4: Stewardship of Money and Resources

Ranked Responses by Percentage Q.4.1: "Please List what you Feel are the Top Actions for Achieving Stewardship of Money and Resources"

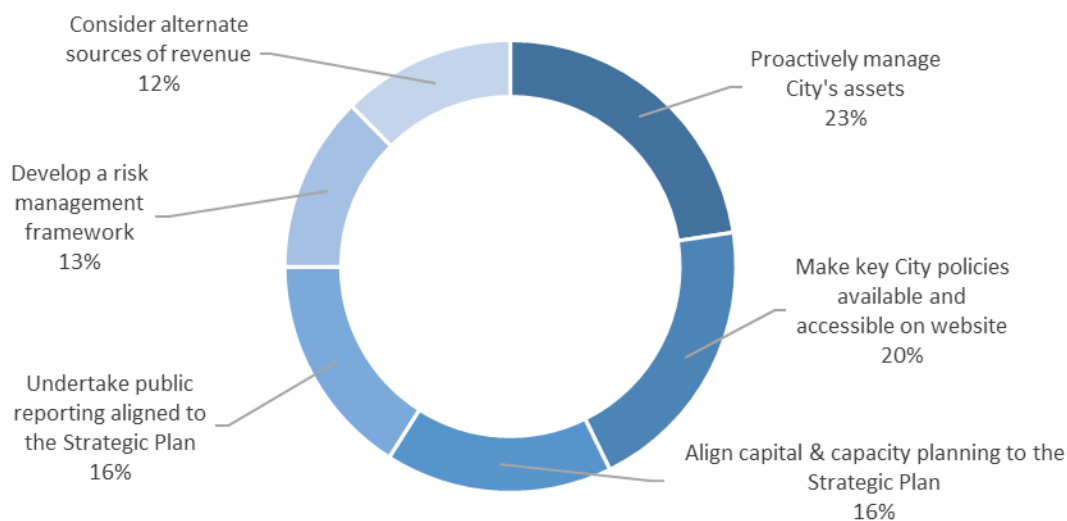


Fig.4 Distribution of Responses: "Please List what you Feel are the Top Actions for Achieving Stewardship of Money and Resources"

Q4.2: "Are there Other Actions You Would Like to See the City Consider Doing to Achieve Stewardship of Resources and Money?"

Summary of Responses

Number of Responses	183
Response Rate for Question	19.7%
Individual Sentiments	341

Top 5 Topics in Open-Ended Response

Sentiment	Number of Sentiments	Percentage Frequency
Transparency/Accountability	28	8.0%
Spending/Investment	24	7.0%

Budget Process	15	4.3%
General Feedback	13	3.8%
Cost Reduction	12	3.5%

The comments expressed in relation to 'Stewardship of Resources and Money' were varied. The overall theme of these comments was that residents expect clear plans for spending. Comments stressed the important of transparency and access to information such as the City's financial statements. Further, respondents felt that the public should be consulted on plans for spending through community engagement and further surveying.

Engaging our Customers – Customer Feedback & Evaluation outlining how residents, stakeholders and community members are engaged as part of our commitment to exceptional services

The City of Markham is known as a municipal leader in providing high quality service. Exceptional Service is a core value for staff and at the heart of the work we do within our own departments for the community. Markham's quest for organizational excellence formally began in the late 1990's to ensure service excellence across the organization. Using the National Quality Institute's (now Excellence Canada's) 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 measure using the corporate survey process (see page 4 in Appendix D).
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** City Departments use survey tools such as *EnviroNics* to gain a better understanding of community trends and resident interests. Research, benchmarking trends and other data are used to inform decisions on program offerings and service planning.
- **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; survey of counter customer in*
- **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., Waste Management testing of residents acceptance of new programs such as clear bags and textile recycling. Smart City Focus Groups to collect input on community issues that could be addressed through Artificial Intelligence - enabled technology.*
- **Community Conversations:** used at Markham Public Library as part of its unique Community Development Framework, these facilitated discussions focus 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 Markham Centre Planning and Council's Strategic Plan.

Plan Finalization – Recommended Goals, Objectives and Key Actions supported by the Public Engagement Program

Based on the feedback received through the Council, Staff and Public Engagement Program, staff is recommending adoption of the Building Markham's Future Together 2020 – 2026 Strategic Plan (Appendix A) which sets out the four Goals, Goal Statements, thirteen Strategic Objectives, fifty Key Actions and high-level Metrics to be achieved by the City over the next three years, as follows:

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
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.
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: <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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

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	Strategic Actions
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 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.
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
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 <ul style="list-style-type: none"> • Citywide Complete Street Design Guidelines and Strategy • Micro-Mobility Strategy (eBikes, Scooters)

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 <ul style="list-style-type: none"> • 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.

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 Objectives

Strategic Actions

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: <ul style="list-style-type: none"> • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue
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	4.3.1 Establish public reporting aligned to BMFT, including key metrics.

accountability of our stewardship of services, policies, processes, money and resources.	4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.
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CONCLUSION:

More than 1000 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.

Next Steps:

Once Council approves Building Markham's Future Together 2020 – 2026 Strategic Plan (Appendix A), staff will launch a communications plan to inform the public of the adoption of the new plan. New report and presentation templates featuring the new strategic plan title and branding will be provided to staff.

Metrics identified for the four BMFT Goal Areas will be reported out on a regular basis to show achievements and progress towards each Goal

The metrics will be reported out annually where information is available and Staff will continue to review, refine metrics and add additional metrics as data becomes readily available.

Further, it is recommended that in order to gather measureable data related to the strategic plan, the City continue to undertake a Citizen Satisfaction Survey every two years to gather input from residents on quality of life, delivery of City services, and use of tax dollars.

FINANCIAL CONSIDERATIONS

The development of Building Markham's Future Together 2020 – 2026 Strategic Plan was supported through existing departmental budgets. Communications to promote the public engagement phase consisted of \$2,436 of advertising spend.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham's Future Together 2020 – 2026 Strategic Plan will set the direction for the next three years.

BUSINESS UNITS CONSULTED AND AFFECTED:

All four Commissions have contributed to the development of Building Markham's Future Together 2020 – 2026 Strategic Plan.

RECOMMENDED BY:

Andy E. Taylor
Chief Administrative Officer

Trinela Cane
Commissioner, Corporate Services

Morgan Jones
Commissioner, Community Services

Arvin Prasad
Development Services

Claudia Storto
City Solicitor and Director of
Human Resources

Bryan Frois
Senior Manager, Strategy,
Communications and Executive
Operations

ATTACHMENTS:

- | | |
|------------|---|
| Appendix A | Building Markham's Future Together 2020-2026 Strategic Plan |
| Appendix B | Building Markham's Future Together 2020-2026 with Metrics |
| Appendix C | Staff Presentation PowerPoint on Building Markham's Future Together 2020-2026 |

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)
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: <ul style="list-style-type: none"> • 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. 	% 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)
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation <ul style="list-style-type: none"> • 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
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.	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)
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	Total Employment in Markham (every 2 years) Number of businesses per 100K population (ISO data - annual)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

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 <ul style="list-style-type: none"> 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)
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.	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)
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> Emergency preparedness Proactive infrastructure protection 	Average number of public transport trips per capita (ISO data – annual) KM of bicycle paths and lanes per 100K population (ISO data – annual)
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.	Transportation deaths per 100K population (ISO data – annual)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

	<p>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.</p> <p>3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2)</p> <p>3.4.5 Complete the Markham Centre Rouge River trail system</p> <p>3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.</p>	<p>% of population living within 0.5 KM of public transit running at least every 20 minutes during park periods (ISO data – annual)</p> <p>% of area designated for natural protection (ISO data – annual)</p> <p>Green area (hectares) per 100K population (ISO data – annual)</p>
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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.	<p>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.</p> <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> Advocate to other levels of government for enhanced revenue tools Consider alternate sources of revenue 	<p>% residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)</p> <p>Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)</p> <p>Net City of Markham Operating Cost per Household (annual)</p> <p>Non-Residential Property taxes (as a % of total property taxes levied)</p>
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	<p>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.</p> <p>4.2.2 Develop a comprehensive risk management framework</p> <p>4.2.3 Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies</p>	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.</p>	



2020-2026 Strategic Plan Summary

Building Markham's
Future Together

Markham's Strategic Plan

What is Building Markham's Future Together: 2020 – 2026 Strategic Plan?

It's the blueprint for how City Council and Senior Staff will make thoughtful decisions about the City's future to ensure its success.

The Strategic Plan focuses on four goals:

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

We heard you

In late 2019 and 2023, the City of Markham set out to find out what is important to its residents, businesses and community stakeholders through a variety of community engagement methods. The community surveys of 2019 and 2023 resulted in over 2,000 responses and confirmed the strategic priorities established by the City of Markham. Based on these results, City Council officially adopted the original 2020-2023 Strategic Plan in early 2020 and the revised Strategic Plan 2020-2026 in April 2024. The revised Strategic Plan will help guide the municipality's actions through to 2026.



Mayor & Members of Council

(Front Row L to R):

Ward 8 Councillor **Isa Lee**

Ward 6 Councillor **Amanda Yeung Collucci**

Ward 4 Councillor **Karen Rea**

Ward 7 Councillor **Juanita Nathan**

(Middle Row L to R):

Regional Councillor **Alan Ho**

Deputy Mayor **Michael Chan**

Mayor **Frank Scarpitti**

Regional Councillor **Jim Jones**

Regional Councillor **Joe Li**

(Back Row L to R):

Ward 1 Councillor **Keith Irish**

Ward 3 Councillor **Reid McAlpine**

Ward 5 Councillor **Andrew Keyes**

Ward 2 Councillor **Ritch Lau**

Find Council meeting schedule and listen live to meetings at markham.ca

Goal 1 – Exceptional Services by Exceptional People

Our goal

We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.

How we will get there

Deepen our understanding of what our community and stakeholders, value and need to inform municipal leadership, and continuous improvement of our services

- Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)
- Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders

Leverage leading technologies to enable city building and evolution/transformation of our services

- Implement new technology to enhance business operations
- Streamline the development process to support the creation of complete communities and the building of more housing
- Advance Digital Markham:
 - Pilot 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

Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence

- Empower employees to continue to take risks and pursue innovation
 - Reduce barriers and bureaucracy
 - Clarify roles, accountabilities (including for Centres of Expertise) and authorities
- Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)
- Provide staff access to technologies to improve service delivery
- Continue to invest in staff training

How we will measure our success

- Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)
- % of transactional services that are provided and received online
- Overall customer satisfaction (internal and external services) from Department Surveys completed each year
- Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every other year)

Goal 2 – Engaged, Diverse, Thriving & Vibrant City

Our goal

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.

How we will get there

Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community

- Explore opportunities to support community and neighbourhood initiatives
- Expand community hub concept (currently at Aaniin CC) across the City
- Celebrate and explore Markham's past and diverse communities
- Support the growth and sustainability of community events across the city to bring residents and visitors together
- Plan for a major civic square with cultural amenities
- Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission

Build Markham as the best place to live, invest, work, and experience rich diversity

- Implement Public Arts Master Plan
- Continue to implement the Public Realm strategy across all parts of the City
- Enhance the Volunteer Program and opportunities across the City
- Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives

How we will measure our success

- 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)

Goal 3 – Safe, Sustainable & Complete Community

Our goal

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.

How we will get there

Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government/private sector

- 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
- Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit.
- Identify and develop a plan to eliminate gaps in transportation network and leverage technology
- Finalize and implement Active Transportation Master Plan and first/last mile solutions
- Prepare a road safety plan and establish an annual program that includes road and trail safety education
- Revise Markham Transportation Master Plan, including:
 - City-wide Complete Street Design Guidelines and Strategy
 - Micro-Mobility Strategy (eBikes, Scooters)

Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities

- Prioritize the implementation of the Affordable and Rental Housing Strategy.
- Develop policy/approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan
- 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)
- Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries and new communities.
- Establish a city-wide parking strategy
- Continue to implement the priority cultural heritage designation program

Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety

- Develop a city-wide system to communicate directly to residents during an emergency (alert system)
- Continue to implement the Flood Control Program
- Continue to implement strategies to address impacts of extreme weather
 - Emergency preparedness
 - Proactive infrastructure protection

Goal 3 – Safe, Sustainable & Complete Community (Cont.)

Protect and enhance our natural environment and built form

- Develop a wildlife and biodiversity strategy
- Increase our tree canopy to mitigate climate change and add resiliency that supports net-zero initiatives
- 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
- Update waste diversion plan (Best-of-the-Best Strategy Phase 2)
- Complete the Markham Centre Rouge River trail system
- 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

How we will measure our success

- 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 city-wide greenhouse gas (GHG) (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)
- % of population living within 0.5 KM of public transit running at least every 20 minutes during peak periods (ISO data – annual)
- % of area designated for natural protection (ISO data – annual)

Goal 4 – Stewardship of Money & Resources

Our goal

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.

How we will get there

Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City

- Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions.
- Revenue strategy:
 - Advocate to other levels of government for enhanced revenue tools
 - Consider alternate sources of revenue

Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment

- Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving net-zero strategies for the City's own assets
- Develop a comprehensive risk management framework
- Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies

Increase transparency and accountability of our stewardship of services, policies, processes, money and resources

- Establish public reporting aligned to BMFT, including key metrics
- Implement a plan to communicate and make key City policies available and up to date on the City's website (markham.ca)

How we will measure our success

- % 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)

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 for the future.

Our Values

- Cooperation and teamwork
- Focus on continuous improvement
- Respect for the individual
- Process-driven and prevention-based strategic planning
- Primary focus on the customer
- Responsibility to society
- Leadership through involvement
- Factual approach to decision-making
- People encouraged to make a contribution

Key Services

- Animal services
- Building permits and inspections
- Burial permits
- Development applications
- Fire services
- Freedom of Information (FOI) requests
- Local road maintenance
- Marriage licenses (urgent basis)
- Organic, garbage and recycling collection
- Parking enforcement
- Property standards enforcement (urgent basis)
- Property tax
- Waterworks services

Learn more about the different roles of each tier of government at markham.ca/About



Strategic Plan 2020-2026

Building Markham's Future Together



Strategic Plan

General Committee

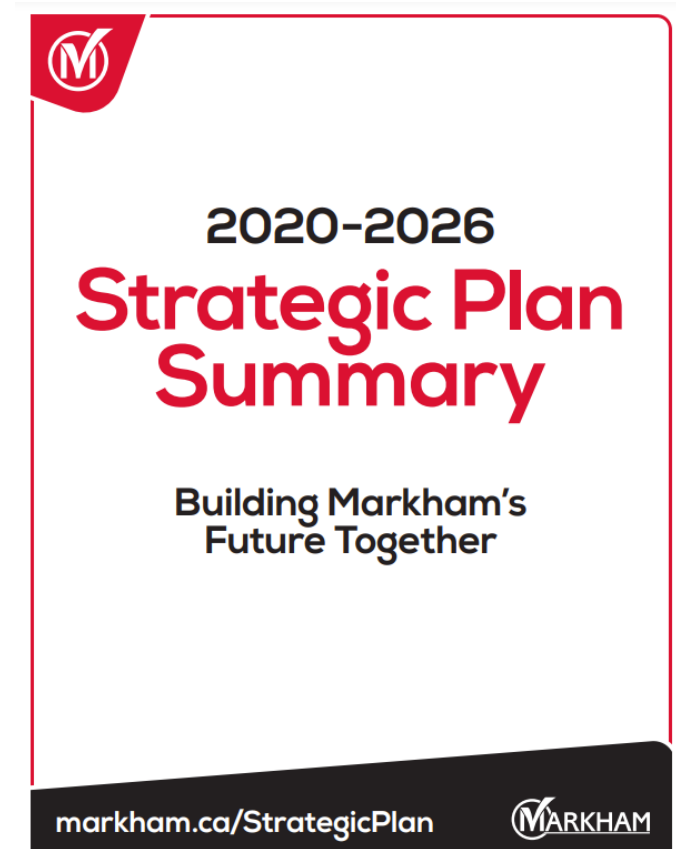
April 16, 2024



Purpose

To present proposed Markham Strategic Plan – Building Markham's Future Together 2020-2026 for General Committee review.

To conclude the final phase of the strategic plan update which began in Spring 2023.





Schedule

October 4, 2023: General Committee – Workshop #1 for 2020-2026 Strategic Plan.

October 25, 2023: General Committee – Workshop #2 for 2020-2026 Strategic Plan.

November 8, 2023: General Committee – Workshop #3 for 2020-2026 Strategic Plan.

November 22, 2023: Community Information Meeting for 2020-2027 Strategic Plan.

Nov 22-Dec 15, 2023: Community Survey (residents encouraged to complete survey).

February 27, 2024: General Committee – Results from Public Consultation Process.

April 16, 2024: General Committee - Review of BMFT 2023 Year-in-Review and Accomplishments.

April 16, 2024: General Committee - Proposed BMFT 2020-2026 Strategic Plan.

May 2024: Anticipated Council Approval of 2020-2026 Strategic Plan.

Consultation

- General Committee (Council & Senior Staff Workshops) held in Fall 2023 on October 4, October 25, November 8.
- Community Information Session held on November 25 at Markham Civic Centre.
- Mayor Remarks from Community Information Session published on City website.
- Launch of online Strategic Plan Community Survey on November 25. Survey closed January 10.
- Preliminary results of community survey presented to General Committee on February 27, 2024.





Strategic Plan 2020-2026

2020-2026

Strategic Plan Summary

Building Markham's
Future Together

markham.ca/StrategicPlan

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 for the future.

Our Values

- Cooperation and teamwork
- Focus on continuous improvement
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- Process-driven and prevention-based strategic planning
- Primary focus on the customer
- Responsibility to society
- Leadership through involvement
- Factual approach to decision-making
- People encouraged to make a contribution

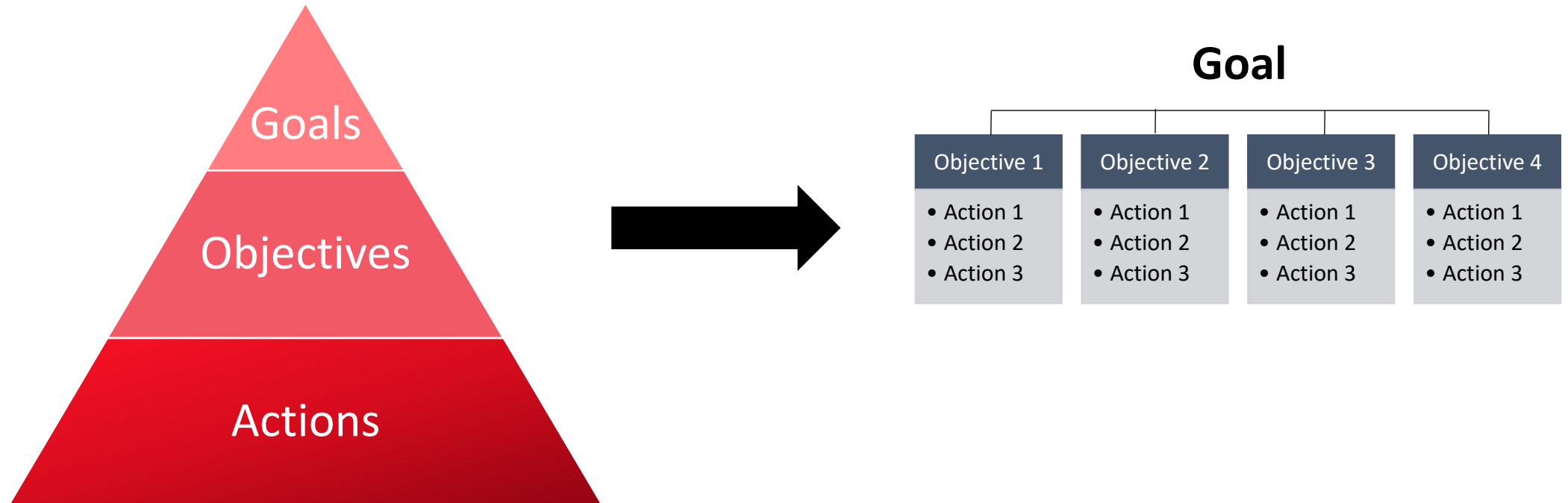
Key Services

• Animal services	• Marriage licenses (urgent basis)
• Building permits and inspections	• Organic, garbage and recycling collection
• Burial permits	• Parking enforcement
• Development applications	• Property standards enforcement (urgent basis)
• Fire services	• Property tax
• Freedom of Information (FOI) requests	• Waterworks services
• Local road maintenance	

Learn more about the different roles of each tier of government at markham.ca/About

markham.ca/StrategicPlan

Structure of Strategic Plan



Strategic Plan

Building Markham's Future Together



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.





Goal 1

Exceptional Services by Exceptional People

***Green text represents revised or new action item**

Objectives	Actions
1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups). 2. Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.
2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1. Implement new technology to enhance business operations. 2. Streamline the development process to support the creation of complete communities and the building of more housing. 3. Advance Digital Markham: <ul style="list-style-type: none">• 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.
3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Actions included in staff report. No changes



Goal 2

Engaged, Diverse, Thriving and Vibrant City

*Green text represents revised or new action item

Objectives	Actions
1. Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	<div>1. Explore opportunities to support community and neighbourhood initiatives.</div> <div>2. Expand community hub concept across the City.</div> <div>3. Celebrate and explore Markham's past and diverse communities.</div> <div>4. Support the growth and sustainability of community events across the city to bring residents and visitors together.</div> <div>5. Plan for a major civic square with cultural amenities.</div> <div>6. Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.</div>
2. Support arts, culture, recreation and sport to enrich the fabric of our communities.	<div>1. Implement Public Arts Master Plan.</div> <div>2. Continue to implement the Public Realm strategy across all parts of the City.</div> <div>3. Enhance the Volunteer program and opportunities across the City.</div> <div>4. Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.</div>
3. Build Markham as the best place to live, invest, work, and experience rich diversity.	<div>1. Strengthen the City's brand strategy with a strong value proposition.</div> <div>2. Implement the Economic Development and Culture Strategy.</div> <div>3. Implement the Destination Markham Tourism Master Plan.</div>



Goal 3

Safe, Sustainable and Complete Community

***Green text represents revised or new action item**

Objectives	Actions
1. Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	<div>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.</div> <div>2. Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit.</div> <div>3. Identify and develop a plan to eliminate gaps in transportation network and leverage technology.</div> <div>4. Finalize and implement Active Transportation Master Plan and first/last mile solutions.</div> <div>5. Prepare a road safety plan and establish an annual program that includes road and trail safety education.</div> <div>6. Revise Markham Transportation Master Plan, including:<ul style="list-style-type: none">• Citywide Complete Street Design Guidelines and Strategy.• Micro-Mobility Strategy (eBikes, Scooters).</div>
2. Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	<div>1. Prioritize the implementation of the Affordable and Rental Housing Strategy.</div> <div>2. Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan.</div> <div>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).</div> <div>4. Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries and new communities.</div> <div>5. Establish a City-wide parking strategy.</div> <div>6. Continue to implement the priority cultural heritage designation program.</div>



Goal 3

Safe, Sustainable and Complete Community

***Green text represents revised or new action item**

Objectives	Actions
3. Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	<div>1. Develop a Citywide system to communicate directly to residents during emergency (alert system).</div> <div>2. Continue to implement the Flood Control Program.</div> <div>3. Continue to implement strategies to address impacts of extreme weather:<ul style="list-style-type: none">Emergency preparednessProactive infrastructure protection</div>
4. Protect and enhance our natural environment and built form.	<div>1. Develop a wildlife and biodiversity strategy.</div> <div>2. Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.</div> <div>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.</div> <div>4. Update waste diversion plan (Best-of-the-Best Strategy Phase 2).</div> <div>5. Complete the Markham Centre Rouge River trail system.</div> <div>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.</div>



Goal 4

Stewardship of Money and Resources

***Green text represents revised or new action item**

Objectives	Actions
1. Align the short- and long-term financial strategy with Strategic Plan and changes in the business environment to ensure the ongoing viability of the City.	<div>1. Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions.</div> <div>2. Revenue Strategy:<ul style="list-style-type: none">• Advocate to other levels of government for enhanced revenue tools.• Consider alternate sources of revenue.</div>
2. Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	<div>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.</div> <div>2. Develop a comprehensive risk management framework.</div> <div>3. Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies.</div>
3. Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	<div>1. Establish public reporting aligned to Strategic Plan, including key metrics.</div> <div>2. Implement a plan to communicate and make key City policies available and up to date on City website.</div>



Recommendation

1. That the report entitled Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan be received; and,
2. That the revised Building Markham's Future Together 2020 – 2026 Strategic Plan attached as Appendix A, be adopted by the City; and,
3. That Staff report annually on the status of Building Markham's Future Together 2020 - 2026 Strategic Plan; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.



Strategic Plan

General Committee

April 16, 2024



Strategic Plan

Building Markham's Future Together

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**Advisory Committee on Accessibility
Minutes
Ontario Room
November 27, 2023
5:00 PM**

Attendance:

Members: Michelle Del Carmen, Chair, Edward Lau, Vice-Chair, Jewell Lofsky, Lee Perry, Satya Arora, Stephanie Mak, Yoyo Chen, Christina Lee, Kim Adeney, and Councillor Ritch Lau

Staff: Dan Honsberger (Staff Liaison), Stephen Lue, Victoria Chai, Tanya Lewinberg, and Laura Gold (Scribe)

External Guests: none

Regrets: Regional Councillor Alan Ho

Agenda Item	Discussion	Action Item
1. Call to Order	The Advisory Committee on Accessibility convened at 5:05 PM with Michelle Del Carmen in the Chair.	
2. Approval of the Minutes	Moved by Edward Lau Seconded by Yoyo Chen That the Minutes from the October 2, 2023, Advisory Committee on Accessibility Meeting be approved as presented. Carried	
3. International Day of Persons with Disabilities - Dec 3 2023	Edward Lau advised that in celebration of the International Day of Persons with Disabilities three short videos were made. One of the Mayor, one with Councillor Ritch Lau, and one with Perry Lee speaking about the day. The videos will be posted on the City's website for the community to view. The Committee thanked Perry Lee, and Councillor Ritch Lau for participating in the video, and Yoyo Chen for preparing a briefing note outlining the Committee's plans for celebrating the International Day of Persons with Disabilities. Dana Honsberger was also thanked for helping coordinate the making of the video, and for her department absorbing the cost of the video.	
4. Terms of Reference Update	Stephen Lue, Senior Manager, Development, introduced the discussion on Updated Terms of Reference. Victoria Chai, Assistant City Solicitor, presented the revised Terms of Reference to the Committee explaining the revisions.	

	<p>Some of the information that was updated in the Terms of Reference included:</p> <ul style="list-style-type: none"> • Updating the information to reflect changes to provincial legislation regarding accessibility, including the replacement of the <i>Ontario with Disabilities Act</i> with AODA; • Removing non-legislative requirements from the roles and responsibilities of the Committee, such as audits. <p>The Committee provided the following feedback on the revised Terms of Reference:</p> <ul style="list-style-type: none"> • Suggested that the frequency the document be reviewed be included in the Terms of Reference, such as every five years; • Suggested removing the clause regarding striving to have a member on the York Region Accessibility Advisory Committee, as Markham has no control over the appointments to York Region's Committee; • Recommended that the name be changed in the updated Terms of Reference to "Accessibility Advisory Committee". <p>Ms. Chai advised that she will provide the Committee's feedback back to the Executive Leadership Team for their consideration. The final version of the Terms of Reference will be brought forward to the General Committee for its endorsement in early 2024.</p> <p>The Committee passed a motion recommending that Council change the name of the Advisory Committee on Accessibility to Markham Accessibility Advisory Committee.</p> <p>Moved by Kim Adeney Seconded by Jewel Lofsky</p> <p>That Council consider changing the name of the Markham's Advisory Committee on Accessibility to Markham Accessibility Advisory Committee to be consistent with the name of other municipal Accessibility Committee's across Ontario.</p> <p style="text-align: right;">Carried</p>	
5. Update on Committee's Role in	<p>Stephen Lue, Senior Manager, Development, provided a presentation on the Planning Process in Ontario, and on the impact of recent changes to provincial legislation on the planning</p>	

<p>Reviewing Site Plans</p>	<p>process. Such as, having to make a decision on Site Plans under a very tight timeframe, and being required to return development fees if these timeless are not met.</p> <p>After some discussion, the Committee agreed that Staff should select Site Plans that would be most beneficial for the Committee to review. These Site Plans would be selected from projects that focus on institutions, commercial developments, City facilities, places of worship, or that involve the public realm. When possible, the Site Plan will be reviewed at one of the Committee's regularly scheduled meetings, as the preference was for the entire Committee to review the plan so that Members with different disabilities will provide various perspectives. Furthermore, the Committee suggested that staff do not need to seek committee feedback on a Site Plan if they already provided feedback on a similar plan, as the standard will then already have been documented. The Committee also asked if it could view the City's Accessibility Checklist.</p> <p>Stephen Lue agreed to share the City's Accessibility Checklist with the Committee for it to review. Mr. Lue noted that City has been advocating for developers to have lower grading/slopes where possible to make projects more accessible. Mr. Lue clarified that only major renovations of existing buildings would be required to meet current accessibility requirements under the current Building Code.</p> <p>Councillor Ritch Lau shared an invite for the development plans for the Hilton hotel located at Highway 7 and Warden Avenue.</p>	<p>Circulate Accessibility Checklist to Committee – Stephen Lue</p>
<p>6. Outdoor Play Spaces</p>	<p>Tanya Lewinberg, Public Realm Coordinator, provided a presentation on Outdoor Play Spaces. Ms. Lewinberg advised that the City will be converting the playground surface of 80 existing City playgrounds over the next four years to an accessible surface. Ms. Lewinberg explained that new playgrounds are being designed to meet or exceed the highest AODA level for playgrounds. Ms. Lewinberg questioned what the best way was to consult the Committee on the accessibility of new playground designs.</p> <p>The Committee suggested that the best way to consult them was at regularly scheduled meetings if the timing fits.</p>	

	<p>The Committee noted that it needs to meet more frequently to meet its legislative requirement. Members decided to pass a motion requesting that monthly meetings (excluding the summer months) be reinstated to permit for the Committee to meet its legislative requirements.</p> <p>Moved by Kim Adeney Seconded by Jewell Lofsky</p> <p>That Council consider increasing the number of times the Advisory Committee on Accessibility meets from 4 to 10 times per year, to allow for the Committee to fulfill its legislative requirements.</p> <p style="text-align: right;">Carried</p>	
7. Open Discussion	<p><u>Multi-Year Accessibility Plan</u> The Committee requested an update on the status of the Multi-Year accessibility Plan. Ms. Honsberger advised that the staff are working with the Consultant to finalize the plan. An update on the plan can be provided at the February meeting.</p> <p><u>Chair and Vice-Chair Position</u> Michelle De Carmen stepped down from the position of Chair, but will remain on the Committee as a Member. Edward Lau assumed the role of Chair, and an election will be held at the next meeting for the position of Vice-Chair.</p>	<p>Provide update on Multi-Year Accessibility Plan – Dana Honsberger</p> <p>Add election of Vice-Chair to the next meeting Agenda – Laura Gold/Edward Lau</p>
8. Next Meeting Date	The next meeting of the Advisory Committee on Accessibility will be held on Monday, February 26, at 5:00 PM in person at Markham Civic Centre.	
9. Adjournment	The Advisory Committee on Accessibility adjourned at 7:00 PM.	