

Award of Negotiated Request for Proposal Doc5179720264 to Ainsworth Inc. and Standard Mechanical Systems Limited for the Provision of Heating, Ventilation, Air Conditioning (HVAC) Maintenance and Repair Services at Various City of Toronto Locations

Date: March 06, 2026

To: General Government Committee

From: Executive Director, Corporate Real Estate Management and the Chief Procurement Officer

Wards: All

SUMMARY

The purpose of this report is to advise on the results of the Negotiated Request for Proposal (nRFP) Doc5179720264, issued in July 2025, for the provision of Heating, Ventilation, and Air Conditioning (HVAC) maintenance and repair services at various City of Toronto locations, and to request authority for the Executive Director, Corporate Real Estate Management (CREM) and Chief Procurement Officer, to award contracts for a five-year term, to the following top-ranked suppliers, as identified through the nRFP:

- Ainsworth Inc. in the amount of \$36,299,091 net of all applicable taxes and charges (\$36,937,956 net of Harmonized Sales Tax recoveries); and
- Standard Mechanical Systems Limited in the amount of \$40,690,499 net of all applicable taxes and charges (\$41,406,652 net of Harmonized Sales Tax recoveries).

The total value of the two contract awards, inclusive of a contingency and a Consumer Price Index (CPI) adjustment applicable to year 4 and year 5 of the contracts, is \$76,989,590 net of applicable taxes and charges (\$78,344,608 net of Harmonized Sales Tax recoveries). This amount represents the maximum upset limit for all awarded contracts. Suppliers will be compensated for the actual work performed, and the City is obligated to pay only for work requested and performed by suppliers.

The following eight City Divisions and one City Agency, grouped into six property groups in the nRFP and collectively representing more than 13,000 pieces of equipment, participated in this strategic sourcing initiative:

- Corporate Real Estate Management (CREM), serving as the lead Division;
- Senior Services and Long-Term Care (SSLTC);
- Toronto Water (TW);
- Solid Waste Management Services (SWMS);
- Children’s Services (CS);
- Toronto Shelter and Support Services (TSSS);
- Parks and Recreation (P&R);
- Economic Development & Culture (EDC); and
- Toronto Parking Authority (TPA).

Each Division will be responsible for overseeing its respective contract and ensuring the performance of related work. TPA will seek authority to award a contract from its Board and will manage the subsequent contract independently of the City.

Given the City’s limited internal resources and capacity to manage HVAC maintenance and repairs across its extensive building portfolio, external service providers are required and will take on the role of prime contractor, responsible for coordinating and delivering comprehensive HVAC maintenance and repair services. This includes scheduled preventive maintenance, corrective repairs, and emergency interventions to ensure HVAC equipment remains safe, efficient, and fully operational.

These services will primarily apply to routine maintenance and repairs that require specialized HVAC expertise, as well as regulatory compliance and, where applicable, permits, given potential impacts on health, safety, and building codes. Engaging suppliers under these conditions ensures adherence to City standards, quality assurance, and accountability. Additionally, these contracts may be used to accelerate small HVAC-related projects where timely delivery is critical to minimize service disruptions and maintain continuity of City operations.

RECOMMENDATIONS

The Executive Director, Corporate Real Estate Management and the Chief Procurement Officer, recommends that:

The General Government Committee, in accordance with Section 195-8.4 of Toronto Municipal Code Chapter 195 (Procurement By-Law), grant authority to the Executive Director, Corporate Real Estate Management, to enter into and execute an agreement with the following successful suppliers based on the terms and conditions set out in the Negotiated Request for Proposal (nRFP) Doc5179720264 and in a form satisfactory to the City Solicitor:

a. Ainsworth Inc. for Property Group 1 (Corporate Real Estate Management - West and Toronto Shelter and Support Services), Property Group 2 (Corporate Real Estate Management - North and Parks and Recreation), and Property Group 6 (Seniors Services and Long-Term Care - East), for a term of five years from the date of award. The total contract value, including contingency and a three percent annual escalation adjustment for CPI applicable to years four and five, is up to \$36,299,091, net of all applicable charges and taxes (\$36,937,956 net of Harmonized Sales Tax recoveries).

b. Standard Mechanical Systems Limited for Property Group 3 (Corporate Real Estate Management - East, Children Services, Economic Development and Culture and Solid Waste Management Service), Property Group 4 (Corporate Real Estate Management - Central and Toronto Water), and Property Group 5 (Seniors Services and Long-Term Care - West) for a term of five years from the date of award. The total contract value, including contingency and a three percent annual escalation adjustment for CPI applicable to years four and five, is up to \$40,690,499 net of all applicable charges and taxes (\$41,406,652 net of Harmonized Sales Tax recoveries).

FINANCIAL IMPACT

The total contract award, including three percent CPI adjustment applicable to year 4 and year 5, provisional allowance and contingency amounts, is up to \$76,989,590 net of all applicable taxes and charges (\$78,344,608 net of Harmonized Sales Tax recoveries) over the five-year contract term. This amount represents the maximum upset limit for all awarded contracts. Suppliers will be compensated for the actual work performed, and the City is obligated to pay only for work requested and performed by suppliers.

Funding in the amount of \$10,375,987 is available in the 2026 Operating Budget for CREM, SSLTC, EDC, SWMS, CS, TSSS and TW.

Funding in the amount of \$8,162,598 is available in the 2026-2035 Capital Budget and Plan for SWMS, TSSS and P&R.

Additional funding for the remainder of the contract term will be included in the 2027-2031 Operating Budget submissions of the respective divisions for Council consideration.

For details of the divisional financial impact summary for the contract term, refer to Table 1 below.

Table 1: Total Contact Award Summary (net of Harmonized Sales Tax recoveries)

Corporate Real Estate Management (CREM)		
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Operating Budget: Cost Center: FA100-30.S, FA200-10.S, FA200-20.S GL Code(s): 4401, 4411, 4424	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	\$7,678,065	N/A
January 1, 2027, to December 31, 2027	\$10,237,421	N/A
January 1, 2028, to December 31, 2028	\$10,237,421	N/A
January 1, 2029, to December 31, 2029	\$10,467,762	N/A
January 1, 2030, to December 31, 2030	\$10,781,795	N/A
January 1, 2031, to March 31, 2031	\$2,715,220	N/A
Sub-Total	\$52,117,684	N/A
Total (Operating Budget and Capital Budget)-CREM	\$52,117,684	
Senior Services and Long-Term Care (SSLTC)		
Cost Center: D3*061, GL Code(s):5020034, 5050355	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	\$1,283,541	N/A
January 1, 2027, to December 31, 2027	\$1,711,388	N/A
January 1, 2028, to December 31, 2028	\$1,711,388	N/A
January 1, 2029, to December 31, 2029	\$1,749,894	N/A
January 1, 2030, to December 31, 2030	\$1,802,391	N/A
January 1, 2031, to March 31, 2031	\$453,903	N/A
Sub-Total	\$8,712,505	N/A
Total (Operating Budget and Capital Budget)-SSLTC	\$8,712,505	
Economic Development & Culture (EDC)		
Cost Center: AH0029, AH0020, AH0022, AH0023, AH0024, AH0025, AH0026, AH0027, AH0028, AH0131, AH0132,AH0151, AH0152, AH0153, AH0154, AH0155, AH0156, FAC 1570100000, GL Code(s): 5020016	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	\$192,056	N/A
January 1, 2027, to December 31, 2027	\$256,075	N/A
January 1, 2028, to December 31, 2028	\$256,075	N/A
January 1, 2029, to December 31, 2029	\$261,836	N/A
January 1, 2030, to December 31, 2030	\$269,691	N/A
January 1, 2031, to March 31, 2031	\$67,917	N/A
Sub-Total	\$1,303,650	N/A
Total (Operating Budget and Capital Budget)-EDC	\$1,303,650	
Solid Waste Management Services (SWMS)		

Operating Budget: Cost Center: SW0850, SW0851, SW0852, SW0853, SW0854, SW0855, SW0856. SW0011, SW0860, SW0862, SW0864, GL Code(s): 5050075, 5020034, 5020032 Capital Budget: WBS Element: CSW930-01-01, CSW930-02-01, CSW930-03-01, GL Code(s): 5050075, 5020034, 5020032	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	\$94,914	\$23,729
January 1, 2027, to December 31, 2027	\$126,553	\$31,638
January 1, 2028, to December 31, 2028	\$126,553	\$31,638
January 1, 2029, to December 31, 2029	\$129,400	\$32,350
January 1, 2030, to December 31, 2030	\$133,282	\$33,320
January 1, 2031, to March 31, 2031	\$33,565	\$8,391
Sub-Total	\$644,267	\$161,066
Total (Operating Budget and Capital Budget)-SWMS	\$805,333	
Children's Services (CS)		
Cost Center: CS200, GL Code(s): 5020034	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	\$153,335	N/A
January 1, 2027, to December 31, 2027	\$204,447	N/A
January 1, 2028, to December 31, 2028	\$204,447	N/A
January 1, 2029, to December 31, 2029	\$209,047	N/A
January 1, 2030, to December 31, 2030	\$215,318	N/A
January 1, 2031, to March 31, 2031	\$54,224	N/A
Sub-Total	\$1,040,818	N/A
Total (Operating Budget and Capital Budget)-CS	\$1,040,818	
Toronto Shelter & Support Services (TSSS)		
Operating Budget : Cost Center: FH5315, GL Code(s): 5020034/5020016 Capital Budget : WBS Element: CHS050-01, GL Code(s): 5020034	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	\$188,307	\$254,643
January 1, 2027, to December 31, 2027	\$192,073	\$398,527
January 1, 2028, to December 31, 2028	\$195,150	\$395,450
January 1, 2029, to December 31, 2029	\$199,053	\$404,836
January 1, 2030, to December 31, 2030	\$203,034	\$418,972
January 1, 2031, to March 31, 2031	\$51,774	\$104,868
Sub-Total	\$1,029,391	\$1,977,296
Total (Operating Budget and Capital Budget)-TSSS	\$3,006,687	

Toronto Water (TW) Cost Center: TW4036, TW4060, TW4085, TW4095, TW4105, TW4110, TW5007, TW7035, TW7065, TW7070, TW7075, TW7072, GL Code: 5020034, 5050046	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	\$785,769	N/A
January 1, 2027, to December 31, 2027	\$1,047,692	N/A
January 1, 2028, to December 31, 2028	\$1,047,692	N/A
January 1, 2029, to December 31, 2029	\$1,071,265	N/A
January 1, 2030, to December 31, 2030	\$1,103,403	N/A
January 1, 2031, to March 31, 2031	\$277,874	N/A
Sub-Total	\$5,333,695	N/A
Total (Operating Budget and Capital Budget)-TW	\$5,333,695	
Parks & Recreation (P&R) WBS Element: CPR114-55, GL Code(s): GL#5020128	Operating Budget	Capital Budget
April 1, 2026, to December 31, 2026	N/A	\$887,501
January 1, 2027, to December 31, 2027	N/A	\$1,183,334
January 1, 2028, to December 31, 2028	N/A	\$1,183,334
January 1, 2029, to December 31, 2029	N/A	\$1,209,959
January 1, 2030, to December 31, 2030	N/A	\$1,246,258
January 1, 2031, to March 31, 2031	N/A	\$313,850
Sub-Total	N/A	\$6,024,236
Total (Operating Budget and Capital Budget)- P&R	\$6,024,236	
Totals – Operating and Capital Budgets	\$70,182,010	\$8,162,598
Total of All Contracts (net of Harmonized Sales Tax recoveries)	\$78,344,608	

The breakdown by year and supplier is summarized in Table 2 below.

Table 2: Total Contact Award Summary (net of Harmonized Sales Tax recoveries)

Supplier	Ainsworth Inc	Standard Mechanical Systems Limited	Annual Total Award, Incl. Contingency
Year 1 (April 1, 2026 - March 31, 2027)	\$7,255,683	\$8,133,464	\$15,389,147

Supplier	Ainsworth Inc	Standard Mechanical Systems Limited	Annual Total Award, Incl. Contingency
Year 2 (April 1, 2027 - March 31, 2028)	\$7,255,683	\$8,133,464	\$15,389,147
Year 3 (April 1, 2028 - March 31, 2029)	\$7,255,683	\$8,133,464	\$15,389,147
Year 4* (April 1, 2029 - March 31, 2030)	\$7,473,353	\$8,377,468	\$15,850,821
Year 5* (April 1, 2030 - March 31, 2031)	\$7,697,554	\$8,628,792	\$16,326,346
Total Award - April 1, 2026, to March 31, 2031)	\$36,937,956	\$41,406,652	\$78,344,608

*Contract years four and five include a three percent CPI adjustment.

The breakdown of total contract values by Division is summarized in Table 3 below.

Table 3: Total Contact Award Summary by Division (all values are net of Harmonized Sales Tax recoveries)

Division	Total Contract Value
Corporate Real Estate Management	\$52,117,684
Senior Services and Long-Term Care	\$8,712,505
Economic Development and Culture	\$1,303,650
Solid Waste Management Services	\$805,333
Children's Services	\$1,040,818
Toronto Shelter and Support Services	\$3,006,687
Toronto Water	\$5,333,695
Parks and Recreation	\$6,024,236
Total of Awarded Contracts	\$78,344,608

Cost Avoidance Benefits

As part of this strategic sourcing initiative, the City successfully achieved an estimated total cost avoidance of \$3,629,039 net of all applicable taxes and charges, through comprehensive negotiations with suppliers. This cost avoidance is anticipated to be realized over the five-year term of the contract. In addition to pricing reductions, these strategic negotiations also resulted in service-level guarantees with penalties to manage performance, enhanced alignment with the City's service delivery requirements, and increased operational efficiencies.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

On February 13, 2024, the General Government Committee authorized amending the Corporate Real Estate Management (CREM) and Seniors Services and Long-Term Care (SSLTC) contracts with Ainsworth Inc. The request was to increase the target value of two contracts by a total of \$5,235,000, net of all taxes and charges (\$5,327,136 net of Harmonized Sales Tax recoveries).

<https://secure.toronto.ca/council/agenda-item.do?item=2024.GG10.2>

On March 3, 2023, the General Government Committee authorized amending the Corporate Real Estate Management (CREM) and Parks, Forestry and Recreation (PFR) contracts with Standard Mechanical Systems Limited. The request was to increase the target value of two contracts by a total of \$6,901,312, net of all taxes and charges (\$7,022,775 net of Harmonized Sales Tax recoveries).

<https://secure.toronto.ca/council/agenda-item.do?item=2023.GG2.6>

On September 15, 2021, the General Government and Licensing Committee adopted GL25.6 - Award of Negotiated Request for Proposal Ariba Document Number 2738470765 to Various Suppliers for the Provision of Heating Ventilation and Air Conditioning and Building Automation Systems Maintenance Services at various City of Toronto locations.

<https://secure.toronto.ca/council/agenda-item.do?item=2021.GL25.6>

COMMENTS

Background

In 2021, CREM, as the lead division, in consultation with the Purchasing and Materials Management Division (PMMD), issued a competitive solicitation (Negotiated Request for Proposal - Ariba Doc No. 2738470765) for Heating, Ventilation, and Air Conditioning (HVAC) and Building Automation Systems (BAS) maintenance and repair services. This resulted in multi-year contracts with Ainsworth Inc., Standard Mechanical Systems Limited, and Ambient Mechanical Ltd with prescribed contract values set at their respective bid prices for the each awarded property group (PG).

As all awarded contracts are set to expire on September 30, 2026, the City initiated this strategic sourcing initiative for an additional five-year contract in July 2025.

Scope of Services

Given the City's limited internal resources and capacity to manage HVAC maintenance and repairs across its extensive building portfolio, external service providers are required and will take on the role of prime contractor, responsible for coordinating and delivering comprehensive HVAC maintenance and repair services. These services will primarily apply to routine maintenance and repairs that require specialized HVAC expertise, as well as regulatory compliance and, where applicable, permits, given

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potential impacts on health, safety, and building codes. Engaging suppliers under these conditions ensures adherence to City standards, quality assurance, and accountability. Additionally, these contracts may be used to accelerate small HVAC-related projects where timely delivery is critical to minimize service disruptions and maintain continuity of City operations.

The scope of supplier services includes preventive maintenance and repairs of HVAC equipment in City buildings. Preventive maintenance will be performed on a scheduled basis, while corrective and repair work will be provided on an as-needed basis to ensure HVAC systems remain safe, functional, and compliant. BAS preventive maintenance and repair services are included in the scope for buildings operated by SSLTC only, as an operational requirement by SSLTC, to include these services in the scope of this nRFP. However, BAS preventive maintenance and repair services for all other Divisions will be serviced through a separate contract.

Strategic Sourcing Approach

In preparation for this strategic sourcing initiative, CREM and PMMD, in collaboration with participating City Divisions and the Agency, developed a sourcing strategy informed by industry trends, operational challenges, innovative practices, and lessons learned from prior contracts. The objective was to maximize value for money, improve service reliability, and ensure alignment with the City's operational and safety requirements.

This sourcing strategy also established a standardized service delivery model for HVAC preventive maintenance and repair across Divisions and the Agency, ensuring consistent contractual terms, performance expectations, and reporting practices. A structured, weighted evaluation methodology was applied to each PG to promote pricing transparency and support supplier selection aligned with the City's service, safety, and value-for-money objectives. The main components of the sourcing strategy that led to the benefits of this procurement explained below.

Negotiated Procurement Approach

A nRFP was selected to provide the City with flexibility to refine requirements, address operational considerations, and achieve optimal contractual and commercial outcomes.

Following the evaluation, the highest-ranked suppliers within each Property Group were invited to participate in negotiations with the City. This approach enabled the City to clarify proposals, secure competitive pricing, and strengthen service commitments and opportunities typically unavailable under traditional procurement methods.

Multi-Supplier Model

Given the scale and complexity of the portfolio, encompassing over 13,000 pieces of equipment across eight City Divisions and one Agency, a multi-supplier approach was selected to strengthen operational resilience, reduce performance risk, and maintain service continuity.

Awarding multiple PGs provides several strategic benefits:

- Reduces reliance on a single supplier and mitigates risks related to service disruptions, capacity constraints, or performance issues;
- Ensures sufficient resources to respond to fluctuating service demands and critical timelines;
- Enhances competitive tension and long-term pricing discipline; and
- Minimizes supplier lock-in while supporting sustainable procurement practices.

Under this model, the TPA will separately obtain authorization from its Board and administer its contract independently.

Property Group Structure

To support effective contract management and promote competition, participating Divisions were organized into six PGs based on geography and operational considerations, with each PG being awarded to a single supplier. To mitigate operational risk, suppliers were limited to a maximum of two PGs within groups 1 through 4, and one PG within groups 5 and 6. This structure balances operational efficiency with appropriate supplier diversification.

Table 4: Summary of Property Groups

Property Group	City Properties
1	<ul style="list-style-type: none"> • CREM managed properties (located in the west) • TSSS properties
2	<ul style="list-style-type: none"> • CREM managed properties (located in the north) • P&R properties (North District)
3	<ul style="list-style-type: none"> • CREM managed properties (located in the east) • SW, CS and EDC properties
4	<ul style="list-style-type: none"> • CREM managed properties (located centrally) • TW properties
5	<ul style="list-style-type: none"> • SSLTC properties in the west
6	<ul style="list-style-type: none"> • SSLTC properties in the east

Procurement Process

The nRFP Doc 5179720264 for the provision of HVAC Maintenance and Repair Services at various locations across multiple City Divisions and TPA was issued by the PMMD on June 30, 2025, and made available to download through the City's online electronic procurement system, SAP Ariba. In total, seven addenda were issued. The

nRFP closed on August 12, 2025. Eight suppliers identified in Table 5 submitted proposals.

Table 5: List of the Suppliers Who Submitted a Proposal

Suppliers Name
1. Ainsworth Inc.
2. Ambient Mechanical Ltd.
3. Carmichael Engineering Ltd.
4. Crystal Mechanical Inc.
5. Complete Energy Solutions
6. Standard Mechanical Systems Limited
7. Superior Air Systems Ltd.
8. TRI-AIR Systems Ltd.

Evaluation of the Proposals

The City established a formal evaluation committee to assess the submitted responses against the criteria outlined in the nRFP. All staff involved in the evaluation process signed and submitted a Non-Disclosure and Declaration of Conflict-of-Interest Agreement prior to the proposals being received.

The evaluation and negotiation process consisted of four stages as follows:

Stage 1: Mandatory Submission Requirements

Stage 2: Mandatory Technical Requirements and Technical Proposal Rated Evaluation

Stage 3: Pricing and Ranking

Stage 4: Contract Negotiations

Stage 1: Mandatory Submission Requirements

In accordance with the nRFP, each supplier was required to submit a response to all listed mandatory requirements. Suppliers that did not meet the mandatory submission requirements due to minor irregularities were issued a rectification notice that provided an opportunity to rectify the deficiencies. As a result of this compliance review, all eight suppliers met the mandatory requirements and advanced to Stage 2 of the evaluation process.

Stage 2: Mandatory Technical Requirements and Technical Proposal Rated Evaluations

Stage 3 consisted of three sub-stages: Stage 2A - Mandatory Technical Requirements, Stage 2B - Technical Proposal Rated Evaluations and Stage 2C - Optional Interviews / Supplier Presentations.

- Stage 2A, applicable only to suppliers proposing on Property Groups 5 and/or 6 for Building Automation Systems (BAS), evaluated technical submissions against

the mandatory requirements of the nRFP on a pass/fail basis. All five suppliers submitting proposals for these Property Groups met the mandatory criteria and advanced to Stage 2B.

In Stage 2B, each supplier's technical proposal submission was evaluated against non-price-related criteria, including but not limited to supplier profile, experience and qualifications, proposed team, resources and system/solution, work plan and understanding deliverables. The proposals were scored out of 40 points, and a minimum of 70% (28 out of 40) was required to pass Stage 2B. Three out of the eight suppliers in this stage successfully met or exceeded the scoring thresholds and moved on to the next stage.

- Stage 2C, an optional stage executed only at the discretion of the evaluation committee if deemed required, was not exercised for this procurement.

At the conclusion of Stage 2, the following suppliers proceeded to Stage 3 of the evaluation process:

- Ainsworth Inc.,
- Carmichael Engineering Ltd, and
- Standard Mechanical Systems Ltd.

Stage 3 - Pricing and Ranking

In Stage 3 - Pricing and Ranking, each supplier's pricing submission was evaluated. The lowest-priced proposal per PG received the highest score allocated for evaluation purposes (maximum of 60 points), and all other proposals were prorated accordingly. There are no minimum thresholds for Stage 3 – Cost Evaluation, and all three suppliers mentioned above proceeded to Stage 4 - Contract Negotiations.

Stage 4: Contract Negotiations

Concurrent contract negotiations were conducted with all three highest-ranked suppliers that advanced to this stage. Discussions focused on optimizing pricing, clarifying technical and contractual requirements, and securing additional value for the City. Key negotiation areas included:

- Review of supplier-submitted pricing to identify cost reduction opportunities
- Reduction of markups on material, subcontractor, and specialty equipment
- Securing quantifiable value-added services.
- Clarification on site-specific and equipment technical requirements
- Alignment on technical and administrative requirements such as Productive time, Invoicing requirements etc.

Negotiation Outcomes

Negotiations resulted in revised pricing submissions that generated a total cost avoidance of \$3,629,039 net of all applicable taxes and charges. These savings are

expected to be realized immediately through cost avoidance across all recommended contracts when compared to the original proposals.

Awarding the Contracts

Upon the conclusion of Stage 4, the following suppliers, ranked highest for each property group based on their proposal and negotiated pricing submissions for the respective property group meeting the mandatory requirements, are recommended for award, as detailed in Table 6 below.

Table 6: Summary of Recommended Supplier by Property Group

Property Group	Recommended Supplier
1	Ainsworth Inc.
2	Ainsworth Inc.
3	Standard Mechanical Systems Ltd
4	Standard Mechanical Systems Ltd
5	Standard Mechanical Systems Ltd
6	Ainsworth Inc.

See Attachment 1 for additional details on the contract values by PG, supplier and City Division.

Fair Wage Office Review

After the procurement process, the Fair Wage Office confirmed that the recommended suppliers, Ainsworth Inc. and Standard Mechanical Systems Limited, indicated agreement to comply with the Fair Wage Policy.

CONTACT

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SIGNATURE

Patrick Matozzo
Executive Director, Corporate Real Estate Management

Geneviève Sharkey
Chief Procurement Officer

ATTACHMENTS

Attachment 1: Divisional Financial Impact Summary by Supplier for the Contract Term