General Committee Agenda

Meeting Number: 23
October 7, 2019, 9:30 AM - 3:00 PM
Council Chamber

Please bring this General Committee Agenda to the Council meeting on October 16, 2019.

Pages

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY INTEREST

3. APPROVAL OF PREVIOUS MINUTES

3.1 MINUTES OF THE SEPTEMBER 16, 2019 GENERAL COMMITTEE (16.0) 8

1. That the minutes of the September 16, 2019 General Committee meeting be confirmed.

4. DEPUTATIONS

5. PETITIONS

6. PRESENTATIONS - COMMUNITY SERVICES ISSUES

6.1 STAFF AWARD RECOGNITION - MARKHAM BUSINESS SPORTS LEAGUE 3-PITCH CHAMPIONS (12.2.6)

Markham Business Sports League is a fun, yet competitive co-ed slow pitch league. It currently has 16 3-pitch teams that play on weekdays from various businesses located in Markham. The Markham Mavericks are largely comprised of City of Markham staff. The team has been around for close to 30 years and has won multiple championships.

7. PRESENTATIONS - FINANCE & ADMINISTRATIVE ISSUES

7.1 ASSET MANAGEMENT AUDIT (7.0) 17

1. That the presentation provided by Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP, MNP LLP, Auditor General, City of Markham, entitled “Report of the Auditor General – Asset Management Audit” be

received; and,

2. That the report prepared by Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP, MNP LLP, Auditor General, City of Markham, entitled "City of Markham – Asset Management Audit" be received; and further,

3. That staff be authorized and directed to do all things necessary to give effect to the recommendations

8. PRESENTATIONS - COMMUNITY SERVICES ISSUES

8.1 APPROVAL OF THE 2019 INTEGRATED LEISURE MASTER PLAN UPDATE (6.0) 55

B. Librecz, ext. 7761 , D. Walker, ext. 4414 and S. Tam, ext. 7533

1. That the presentation entitled "2019 Integrated Leisure Master Plan Update" be received; and,

2. That the report entitled "Approval of the 2019 Integrated Leisure Master Plan Update" be received; and,

3. That Council approve the 2019 Integrated Leisure Master Plan (ILMP) Update as set out in Attachment 1; and,

4. That Council direct the Commissioner of Community and Fire Services to incorporate the ILMP into annual Business Planning, Capital and Operating Budget processes and to report progress annually to Council; and further,

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

9. CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES

9.1 MINUTES OF THE MAY 13 2019, JUNE 17 AND JULY 29 2019 ADVISORY COMMITTEE ON ACCESSIBILITY (16.0) 268

1. That the minutes of the May 13, 2019, June 17, 2019 and July 29, 2019 Advisory Committee on Accessibility meeting be received for information purposes.

9.2 MINUTES OF THE MAY 15, 2019 AND JUNE 19, 2019 ANIMAL CARE COMMITTEE (16.0) 276

1. That the minutes of the May 15, 2019 and June 19, 2019 Animal Care Committee meeting be received for information purposes.

9.3 MINUTES OF THE JUNE 20, 2019 MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE (16.0) 285

1. That the minutes of the June 20, 2019 Markham Environmental Advisory Committee meeting be received for information purposes.

9.4 MINUTES OF THE MAY 29, 2019, JUNE 19, 2019, JULY 10, 2019, JULY 24, 2019 AND AUGUST 7, 2019 MARKHAM – MILLIKEN CHILDREN'S FESTIVAL COMMITTEE (16.0) 288

1. That the minutes of the May 29, 2019, June 19, 2019, July 10, 2019, July 24, 2019 and August 7, 2019 Markham-Milliken Children's Festival Committee meeting be received for information purposes.

9.5 MINUTES OF THE JULY 8, 2019 SPECIAL MARKHAM PUBLIC LIBRARY BOARD (16.0) 313

1. That the minutes of the July 8, 2019 Special Markham Public Library Board meeting be received for information purposes.

9.6 MINUTES OF THE MAY 6, 2019 AND JUNE 3, 2019 RACE RELATIONS COMMITTEE (16.0) 320

1. That the minutes of the May 6, 109 and June 3, 2019 Race Relations Committee meeting be received for information purposes.

9.7 MINUTES OF THE JUNE 19, 2019, JULY 9, 2019, AUGUST 1, 2019 AND AUGUST 7, 2019 WASTE DIVERSION COMMITTEE (16.0) 325

1. That the minutes of the June 19, 2019, July 9, 2019, August 1, 2019 and August 7, 2019 Waste Diversion Committee meeting be received for information purposes.

9.8 AWARD OF REQUEST FOR PROPOSAL 011-R-19 MARKHAM PUBLIC LIBRARY MATERIAL AND PROCESSING SERVICES (7.12) 343

D. Chung, ext. 2025

1. That the report entitled "Award of Request for Proposal 011-R-19 Markham Public Library Material and Processing Services" be received; and,

2. That the contract for Markham Public Library Material and Processing Services be awarded to the highest ranked / lowest priced bidder, Library Services Centre (LSC); and

3. That the term of the contract is for three (3) years with an option to renew for an additional two (2) one year periods in the total annual award amount of $1,598,193.31 (inclusive of HST);

   2020 - $1,598,193.31*

2021 - $1,598,193.31*

2022 - $1,598,193.31*

2023 - $1,598,193.31**

2024 - $1,598,193.31**

Total: $7,990,966.55

*For the three (3) year contract term (January 1, 2020 – December 31, 2022), costs will be at the same itemized pricing.

**The two (2) optional renewal years (January 1, 2023 – December 31, 2024), costs will be adjusted based on the Consumer Price Index for All Items Toronto for the twelve (12) month period ending December in the applicable year. 2021 - 2024 is subject to Council approval; and,

4. That the contract in 2020 be funded from the 2020 project for Library Collections, subject to Council approval of the 2020 Capital Budget. Any future years 2021 – 2024 will be subject to Council approval of the annual budget; and,

5. That the Director of Library Administration & Operational Support, and Senior Manager of Procurement & Accounts Payable be authorized to exercise the option to renew the contract in years 4 and 5 subject to performance and Council approval of the annual budget; and further,

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

9.9 MEMORANDUM OF UNDERSTANDING REGARDING ADMINISTRATIVE MONETARY PENALTY ("AMP") SYSTEM ON REGIONAL ROADS (2.17) 346

M. Killingsworth, ext. 2127

1. That the report entitled "Memorandum of Understanding regarding Administrative Monetary Penalties" be received; and,

2. That the Mayor and Clerk be authorized to execute a Memorandum of Understanding with the Region of York for the enforcement of parking infractions on Regional roads under the City's AMP system in a form satisfactory to the City Solicitor.

10. PRESENTATIONS - FINANCE & ADMINISTRATIVE ISSUES

10.1 2020 WATER/WASTEWATER RATE (5.3 & 7.0) 348

V. Siu, ext. 2232

1. That the presentation entitled "2020 Water/Wastewater Rate Public

Consultation Meeting" be received and approved for presentation at the November 5th Public Consultation meeting; and,

2. That the report entitled "2020 Water/Wastewater Rate" be received; and,

3. That Staff be authorized to hold a public meeting on November 5, 2019 at 6:30 p.m. in the Council Chamber at the Civic Centre to gather resident feedback on the proposed 2020 water/wastewater rate increase of $0.3500/m^3 from $4.4680/m^3 to $4.8180/m^3; and,

4. That feedback received at the public meeting along with the proposed 2020 water/wastewater rate be put forward for consideration by Council at the November 13th Council meeting; and further,

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

11. REGULAR REPORTS - COMMUNITY SERVICES ISSUES

11.1 2020 RECREATION USER FEE - MARKET ANALYSIS (6.0) 387

M. Creighton, ext. 7515

1. That the report entitled "2020 Recreation User Fee - Market Analysis" be received; and,

2. That the 2020 Recreation Services additional user fees and permit increases based on market analysis be approved; and,

3. That a $1.86 per hour increase, in addition to the Council approved increase, be applied to Adult Artificial Turf rentals be approved starting January 2020; and,

4. That the Non Prime Ice Arena fee be lowered to $165.00, so that the fee matches the average rate amongst municipal comparators, and be approved starting January 2020; and,

5. That a $6.00 per hour increase, in addition to the Council approved increase to the Aquatics Competitive Club community pool rental fee, be applied annually until the rental fee reaches the average rate amongst municipal comparators and be approved starting September 2020; and further,

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

12. MOTIONS

13. NOTICES OF MOTION

14. NEW/OTHER BUSINESS

As per Section 2 of the Council Procedural By-Law, "New/Other Business would

generally apply to an item that is to be added to the ***Agenda*** *due to an urgent statutory time requirement, or an emergency, or time sensitivity".*

15. ANNOUNCEMENTS

16. CONFIDENTIAL ITEMS

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

16.1 FINANCE & ADMINISTRATIVE ISSUES

16.1.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES- SEPTEMBER 3, 2019 AND SEPTEMBER 16, 2019 (16.0) [Section 239 (2) (a) (c) (e) (f)]

16.1.2 BOARD OF MANAGEMENT UNIONVILLE BUSINESS IMPROVEMENT AREA COMMITTEE CONFIDENTIAL MINUTES - MAY 16, 2019, JULY 17, 2019 AND AUGUST 21, 2019 (16.0) [Section 239 (2) (b)]

17. ADJOURNMENT

Information Page

General Committee Members: All Members of Council

General Committee
Chair: Regional Councillor Jack Heath
Vice Chair: Councillor Khalid Usman

Finance & Administrative Issues
Chair: Regional Councillor Jack Heath
Vice Chair: Councillor Khalid Usman

Community Services Issues
Chair: Councillor Karen Rea
Vice Chair: Councillor Isa Lee

Environment & Sustainability Issues
Chair: Regional Councillor Joe Li
Vice Chair: Councillor Reid McAlpine

Land, Building & Parks Construction Issues
Chair: Councillor Keith Irish
Vice Chair: Councillor Andrew Keyes

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 Minutes

Meeting Number: 22
September 16, 2019, 9:30 AM - 3:00 PM
Council Chamber

Roll Call	Mayor Frank Scarpitti Deputy Mayor Don Hamilton Regional Councillor Jack Heath Regional Councillor Joe Li Regional Councillor Jim Jones Councillor Keith Irish	Councillor Reid McAlpine Councillor Karen Rea Councillor Andrew Keyes Councillor Amanda Collucci Councillor Khalid Usman Councillor Isa Lee
Regrets	Councillor Alan Ho Councillor Reid McAlpine	
Staff	Trinela Cane, Commissioner, Corporate Services Arvin Prasad, Commissioner Development Services Joel Lustig, Treasurer Bryan Frois, Chief of Staff Kimberley Kitteringham, City Clerk Mary Creighton, Director of Recreation Services Michael Killingsworth, Deputy City Clerk Meg West, Manager of Business Planning and Projects, CAO's Office	Brian Lee, Director, Engineering Claudia Storto, City Solicitor and Director of Human Resources Morgan Jones, Director, Operations Renee England, Senior Manager, Facilities Assets, Sustainability & Asset Management Shane Manson, Senior Manager, Revenue & Property Taxation, Financial Services Alida Tari, Manager Privacy & Access Hristina Giantsopoulos, Elections & Council/Committee Coordinator

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1. CALL TO ORDER

The General Committee meeting convened at the hour of 9:36 AM with Regional Councillor Jack Heath in the Chair.

General Committee recessed at 11:28 AM and reconvened at 11:42 AM.

2. DISCLOSURE OF PECUNIARY INTEREST

None disclosed.

3. APPROVAL OF PREVIOUS MINUTES

3.1 MINUTES OF THE SEPTEMBER 3, 2019 GENERAL COMMITTEE (16.0)

Moved by Deputy Mayor Don Hamilton
Seconded by Councillor Khalid Usman

1. That the minutes of the September 3, 2019 General Committee meeting be confirmed.

Carried

3.2 MINUTES OF THE SEPTEMBER 6, 2019 SPECIAL GENERAL COMMITTEE (16.0)

Moved by Deputy Mayor Don Hamilton
Seconded by Councillor Khalid Usman

1. That the minutes of the September 6, 2019 Special General Committee meeting be confirmed.

Carried

4. DEPUTATIONS

There were no deputations.

5. PETITIONS

There were no petitions.

6. CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES

6.1 CANCELLATION, REDUCTION OR REFUND OF TAXES UNDER SECTIONS 357 AND 358 OF THE MUNICIPAL ACT, 2001 (7.3)

There was discussion on taxes paid on infill properties. Staff noted that when a dwelling is demolished taxes are paid on the land component only until the dwelling is built.

Moved by Councillor Karen Rea
Seconded by Regional Councillor Jim Jones

1. That the Report for the Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the *Municipal Act, 2001* be received; and,

2. That taxes totalling approximately $184,932 be adjusted under Sections 357 and 358 of the Municipal Act, 2001 of which the City's portion is estimated to be $26,036; and,

3. That the associated interest be cancelled in proportion to the tax adjustments; and,

4. That the Treasurer be directed to adjust the Collector's Roll accordingly; and further,

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

Carried

6.2 2020 CAPITAL BUDGET PRE-APPROVAL (7.0)

There was brief discussion relative to the need of seeking Committee approval for the 2020 Capital Budget Projects outlined in the report.

An additional 2020 Capital Budget Request was added as Appendix 3. Joel Lustig, Treasurer addressed the Committee and summarized the details outlined in the Project Funding Request Form for the Cornell Community Center Parking Garage Rehabilitation.

The Committee moved in confidential session to obtain legal advice on this matter.

Moved by Councillor Khalid Usman
Seconded by Mayor Frank Scarpitti

1. That the report dated September 16, 2019 titled, "2020 Capital Budget Pre-Approval" be received; and,

2. That Council approve the 2020 Capital Budget Pre-Approval, which totals $24,911,600 as outlined in Appendices 1, 2 and 3; and further,

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

Carried

6.3 DELEGATION OF AUTHORITY TO CHIEF ADMINISTRATIVE OFFICER DURING THE 2019 SUMMER RECESS (7.0)

Moved by Regional Councillor Jim Jones
Seconded by Mayor Frank Scarpitti

1. That the report entitled "Delegation of Authority to Chief Administrative Officer During the 2019 Summer Recess" be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

6.4 DEVELOPMENT CHARGES REDEVELOPMENT CREDIT – 8330 WOODBINE AVENUE (7.11)

Moved by Regional Councillor Jim Jones
Seconded by Mayor Frank Scarpitti

1. That the report entitled, "Development Charges Redevelopment Credit – 8330 Woodbine Avenue" be received; and,
2. That Council authorize staff to provide a redevelopment credit estimated at $519,371.56 to Hanisha Incorporated and Lodson Investment Corp. at 8330 Woodbine Avenue in advance of the full demolition of the existing site; and,
3. That Council authorize the Mayor and City Clerk to execute an agreement pursuant to section 27 of the Development Charges Act, 1997, as amended, to secure the advance of the redevelopment credit based on the provision of a letter of credit in the amount of the redevelopment credit and the further principles set out in this report, all to the satisfaction of the Treasurer and the City Solicitor, or their delegates; and further,
4. That staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

6.5 2019 JULY YEAR-TO-DATE REVIEW OF OPERATIONS AND YEAR-END PROJECTION (7.0)

Moved by Regional Councillor Jim Jones
Seconded by Mayor Frank Scarpitti

1. That the report titled "2019 July Year-To-Date Review of Operations and Year-end Projection" be received; and,

2. That the year-end surplus, if any, will be transferred to reserves as per policy in the order outlined below:

   a. Corporate Rate Stabilization Reserve to top up to a level equivalent to 15% of local tax levies

   b. Remaining, if any, to the Life Cycle Replacement and Capital Reserve Fund, and further,

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

Carried

6.6 STAFF AWARDED CONTRACTS FOR JUNE, JULY AND AUGUST 2019 (7.12)

There was discussion on the following staff award reports:

- 117-T-19: Building Demolition at 115 & 135 Torbay Road, Markham
- 084-T-19: Civic Centre Vestibule Renovation (Unionville and Thornhill Entrances)
- 154Q-19: Landscape Architectural Consulting Services, Berczy Beckett Cemetery Park
- 118T-19: Cornell Community Centre Square - Construction
- 122R-19: Consulting Services for a Traffic Safety Audit

Moved by Councillor Keith Irish
Seconded by Councillor Isa Lee

1. That the report entitled "Staff Awarded Contracts for the Months of June, July and August 2019" be received; and,

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

Carried

7. PRESENTATIONS - FINANCE & ADMINISTRATIVE ISSUES

7.1 STAFF AWARD RECOGNITION - SUSTAINABILITY AWARDS (12.2.6)

Commissioner Trinela Cane addressed the Committee and provided opening remarks relative to the two awards received by staff members Jennifer Wong, Sustainability Coordinator, Jacqueline Tung, Community Engagement Assistant and Graham Seaman, Director, Sustainability & Asset Management on behalf of the City.

1. The Environmental Award - 2019 Earth Day Summit
2. Leadership Award - 2019 York Region Sustainability Award

Mayor Frank Scarpitti on behalf of all Members of Council congratulated the Sustainability staff on the achievement of these awards.

8. PRESENTATIONS - COMMUNITY SERVICES ISSUES

8.1 STAFF AWARD RECOGNITION - PETER J MARSHALL MUNICIPAL INNOVATION AWARD – 2019 TEXTILE RECYCLING PROGRAM (12.2.6)

Claudia Marsales, Senior Manager Waste Management & Environment addressed the Committee and provided a description of the Peter J Marshall Municipal Innovation Award that the City received for the 2019 Textile Recycling Program.

Ms Marsales extended appreciation to the staff in the Fire, By-Law and Operations departments for all their support in achieving this award.

The Mayor, on behalf of all Members of Council congratulated all the staff involved on their innovated way to move forward on the textile recycling initiative.

8.2 CITY OF NORDLINGEN, GERMANY PLAQUE PRESENTATION

Regional Councillor Jack Heath presented the Mayor and all Members of Council with a plaque from the City of Nordlingen that was awarded to the City during a recent trip to Germany.

The Mayor thanked Regional Councilor Jack Heath and Councillor Karen Rea for representing the City at the Nordlingen festival.

9. REGULAR REPORTS - FINANCE & ADMINISTRATIVE ISSUES

9.1 BUILDING MARKHAM'S FUTURE TOGETHER (BMFT) – COUNCIL'S STRATEGIC PLAN 2020 TO 2023 – SUMMARY OF THE TRAINING AND EDUCATION SESSIONS AND PROPOSED COMMUNITY ENGAGEMENT PLAN (16.23)

Commissioner Trinela Cane introduced the City's Building Markham's Future Together (BMFT) results from meetings that took place over the year.

Meg West, Manager Special Projects, CAO's Office addressed the Committee and delivered a PowerPoint presentation that outlined the City's BMFT vision and objectives.

It was suggested that diversity in housing for seniors be clearly specified in future BMFT presentations.

The Mayor gave a special thank you to Members of Council, and members of staff for their participation in this process.

Moved by Mayor Frank Scarpitti
Seconded by Councillor Karen Rea

1. That the report entitled Building Markham's Future Together (BMFT) – Council's Strategic Plan 2020 to 2023 – Summary of the Training and Education Sessions and Proposed Community Engagement Plan be received; and,

2. That the summary of the Council Training and Educations Sessions held on April 16, 2019, April 24, 2019, May 15, 2019, July 22, 2019 and September 6, 2019 as outlined in Appendix A attached be endorsed; and,

3. That the proposed Community Engagement Plan as outlined in Appendix B be endorsed: and further,

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

Carried

9.2 PROPOSED AMENDMENTS TO CANNABIS BY-LAW (2.0)

Michael Killingsworth, Deputy City Clerk, By-Law Enforcement, Licensing & Regulations summarized the purpose of the proposed amendment. There was discussion about where smoking cannabis is permitted. The Committee discussed that the rules need to be easy to understand.

The Mayor wants to ensure that the municipality continue to advocate a change in legislation so that the municipality has the discretion to make the rules.

The Committee discussed going into closed session to obtain legal advice.

Moved by Mayor Frank Scarpitti
Seconded by Regional Councillor Joe Li

1. That the report entitled "Proposed Amendments to Cannabis By-law" and dated September 16, 2019 be received; and,

2. That staff bring forward a revised by-law to the September 24, 2019 Council meeting to amend Cannabis By-law 2018-135 by: a) adding a definition of "Smoke or Smoking" to assist in the enforcement of the By-law and prosecution; and b) delete the word "recreational" from the tile of By-law; and,

3. That, in keeping with the commitment made by the Province of Ontario to allow municipalities the authority to regulate or prohibit the smoking or vaporizing of cannabis, the City of Markham request the Province of Ontario amend Section 115(3) of the Municipal Act to permit municipalities to regulate smoking on highways (including sidewalks and boulevards); and further,

4. That a copy of this resolution be provided to the Premier of Ontario, Minister of Municipal Affairs and Housing, Solicitor General, local MPs and MPPs, Chief of the York Regional Police, and York Region municipalities.

Carried

10. MOTIONS

11. NOTICES OF MOTION

12. NEW/OTHER BUSINESS

13. ANNOUNCEMENTS

14. CONFIDENTIAL

That, in accordance with Section 239 (2) of the Municipal Act, General Committee resolve into a confidential session to discuss the following matters at 11:42 AM:

14.1.1. LITIGATION OR POTENTIAL LITIGATION, INCLUDING MATTERS BEFORE ADMINISTRATIVE TRIBUNALS, AFFECTING THE MUNICIPALITY OR LOCAL BOARD 2020 PROJECT FUNDING FOR CORNELL COMMUNITY CENTER PARKING GARAGE REHABILITATION PHASE 1 of 2 (WARD 5) (7.0) [Section 239 (2) (e)]

14.1.2. A PROPOSED OR PENDING ACQUISITION OR DISPOSITION OF LAND BY THE CITY OR LOCAL BOARD (WARD 4) [Section 239 (2) (c)]

14.1.3. ADVICE THAT IS SUBJECT TO SOLICITOR-CLIENT PRIVILEGE, INCLUDING COMMUNICATIONS NECESSARY FOR THAT PURPOSE PROPOSED AMENDMENTS TO THE CANNABIS BY-LAW (2.0) [SECTION 239 (2) (f)]

Moved by Deputy Mayor Don Hamilton
Seconded by Mayor Frank Scarpitti

Carried

15. ADJOURNMENT

General Committee adjourned at 12:40 PM.

MNP

City of Markham

Report of the Auditor General
Asset Management Audit

Presented to: General Committee of Council, City of Markham

Date: October 7, 2019

MNP

AGENDA

- Background
- Audit Objective
- Audit Approach
- Scope
- Strengths
- Summary of Observations and Recommendations
- Acknowledgement

MNP

BACKGROUND

In 2012, the Ontario Ministry of Infrastructure ("MOI") declared that any municipal requests for infrastructure funding must be supported by an Asset Management Plan. The development of the City's Asset Management Plan was completed in 2016.

Assets range from right of way infrastructure (roads, stormwater infrastructure, bridges, streetlights, water, wastewater), parks, facilities, information technology ("IT") infrastructure, and fleet. After its formation in 2017, the Sustainability & Asset Management Department was tasked with setting the policy direction for Asset Management, with City Departments responsible for maintaining and monitoring assets under their custody.

Since the development of the Asset Management Plan in 2016, the Asset Management landscape has changed with the introduction of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure in 2018. Most recently, the City has implemented an Asset Management Policy, which was approved by Council in May 2019, and has selected a vendor to provide an Enterprise Asset Management ("EAM") solution, with full implementation of the solution anticipated to be completed by 2021.

MNP

AUDIT OBJECTIVE

The objective of the audit was to evaluate the processes and controls in place relating to Asset Management, to identify strengths and/or weaknesses, and to provide recommendations for improvement to leading practices.

MNP

AUDIT APPROACH

1. Planning

- Define objectives and scope.
- Confirm project duration and schedule.
- Assign team members and develop team structure.
- Describe deliverables.
- Create Audit Planning Memo and distribute to stakeholders.

2. Execution

- Obtain existing policies, process descriptions and relevant documentation.
- Conduct interviews / discussions.
- Understand current state.
- Evaluate current state.

3. Reporting

- Identify improvement opportunities.
- Prepare draft report with observations and recommendations.
- Validate and present recommendations.
- Issue final report.

MNP

SCOPE

The scope of the audit concentrated on Asset Management activities, covering the period from January 1, 2017 to May 31, 2019. Specifically, the scope of the audit focused on the following:

- Obtaining and understanding applicable by-laws, policies, procedures, processes and existing controls through interview of key personnel in Sustainability & Asset Management, Environmental Services, Operations, and Finance Departments;
- Reviewing documentation related to the City's Asset Management Plan and related activities, including:
  - Departmental Asset Management practices (such as Environmental Services, Operations, Sustainability & Asset Management);
  - Asset Management Framework; and,
  - Performance measures and metrics used for Asset Management planning and monitoring levels of service.
- Assessing the current state and progress of the City's Asset Management Strategy; and,
- Assessing the City's Asset Management activities and practices against leading practices.

MNP

OUTSIDE OF SCOPE

- Assessment of the results of the Life Cycle Reserve Studies;
- Adequacy of capital reserves needed to fund the Asset Management Plan recommendations;
- Implementation of the Enterprise Wide Asset Management System; and,
- Information technology general controls (“ITGCs”) within capital databases.

MNP

Audit Observations – Strengths:

Asset Management System

The City has all four foundational elements of an Asset Management System, which include:

1. Policy
2. Framework
3. Strategy
4. Governance Structure

These four foundational elements place the City in a strong position to effectively carry out its Asset Management activities.

MNP

Strengths Continued:

Capital Budgeting Process

Throughout the fiscal year, City Departments complete a standardized tracking sheet with the cash-flow requirements for rehabilitation and maintenance activities of their assets for a rolling 25-year period (Life Cycle Replacement and Capital Reserve Study). There are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The results of the study are a requirement for obtaining annual capital budget approval from the Finance Department and Council.

MNP

CONCLUSION

Observation Rating Scale

Rating	Rating Description
L = Low	The observation is not critical but should be addressed in the longer term to either improve internal controls or efficiency of the process (i.e. 6 to 12 months).
M = Medium	The observation should be addressed in the short to intermediate term to either improve internal controls or efficiency of the process (i.e. 3 to 6 months).
H = High	The observation should be given immediate attention due to the existence of either a potentially significant internal control weakness or operational improvement opportunity (i.e. 0 to 3 months).

– Overall 2 **Medium** and 1 **Low** priority observations were identified.

MNP

MEDIUM

OBSERVATION #1:

Asset Management Strategy

As part of the 2016 Asset Management Plan, the Asset Management Strategy consists of two phases:

- Phase I: Preparation of an Asset Management Plan
- Phase II: Further refinement of the City's Asset Management Strategy

As part of Phase II, the City has selected a vendor to provide customized software for both enterprise Asset Management and Asset Management planning. In addition, the Finance Department has worked collaboratively with City Departments to continuously improve its Life Cycle Reserve planning/forecasting process.

However, at the time of the audit, several components of Phase II have not been completed in accordance with timelines set out in the Asset Management Plan, which were planned to be completed during the years 2017 and 2018. These include the completion and development of:

- Outcome-based levels of service (LOS);
- Performance management framework; and,
- Risk management framework.

MNP

OBSERVATION #1 CONTINUED:

MEDIUM

Auditor General Recommendations

The following items not completed as planned within the 2016 Asset Management Plan should be reassessed:

- Outcome-based levels of service;
- Performance management framework; and,
- Risk management framework.

Completion timelines should be established and compared against the requirements and deadlines set out in in Ontario Regulation 588/17 to ensure the City's regulatory obligations are met in a timely manner.

As dictated by Ontario Regulation 588/17, the Corporate Asset Management Steering Committee should develop a formal annual review process to discuss and document the progress of the Asset Management Plan and Strategy. The results of the annual review should be reported to the Corporate Asset Management Steering Committee and to Council.

MNP

OBSERVATION #1 CONTINUED:

MEDIUM

Management Response

Management supports the Auditor General's recommendation.

Asset Management Plan Update: The City is currently in compliance with Ontario Regulation 588/17. The new regulation came into effect after Council's approval of the City's 2016 Asset Management Plan and included new timelines for completion of Phase II tasks (Development of the Asset Management Strategy). Accordingly, the 2016 Asset Management Plan will be updated by the Asset Management Steering Committee (AMSC) to align with the O. Reg. 588/17 requirements and timelines (July 1, 2021 for core assets and July 1, 2023 for all assets).

A staff position request for a Manager, Corporate Asset Management has been included as part of the 2020 Budget. If the request is not approved, some existing staff working to maintain current assets will need to be reallocated to address legislative requirements and the implementation of the audit recommendations. This could present a risk to ensuring all assets continue to be maintained in a good state of repair.

Timeline for Completion: Work will begin by Q1 2020 and will be completed and approved by Council to meet the regulated timelines:

- Q2: 2021 - Core Assets (water, wastewater, storm water management, bridges and culverts and roads).
- Q2: 2023 – All Assets (the above plus facilities and parks).

MNP

OBSERVATION #1 CONTINUED:

MEDIUM

Management Response

Formal Annual Review: Council approved the Asset Management Policy dated May 14, 2019, and established the AMSC, which will ensure organization-wide accountability for achieving and reviewing corporate asset management goals and objectives, including annual reporting to Council. The AMSC will provide a formal annual progress report to Council on the Asset Management Plan, Strategy and O.Reg. 588/17 compliance.

Timeline for Completion: Annually in Q2, beginning in 2020.

MNP

OBSERVATION #2:

MEDIUM

Documentation of Asset Management Business Process Activities

During the audit, we observed that although business process documentation and standard operating procedures are available for some City Departments, the linkage back to the specific activities, as outlined in the Asset Management Plan, is unclear. There are also no formal process documents outlining the specific process steps, procedures and requirements that must be followed for maintenance, rehabilitation, replacement, and conditional assessments.

Without such documentation of complex processes, there is a risk that in the case of staff turnover, knowledge transfer will become difficult and institutional knowledge will be lost.

MNP

OBSERVATION #2 CONTINUED:

MEDIUM

Auditor General Recommendations

An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should encompass all Asset Management activities including maintenance, rehabilitation, replacement, conditional assessments/audits and service levels.

Within the manual, for each asset category, the following components should exist:

- Custodian for each asset type;
- Procedures on how to perform associated Asset Management activities;
- Applicable tools and templates;
- Appropriate referencing to other City policies and standard operating procedures, as applicable; and,
- Direct linkage of Asset Management activities outlined in the Asset Management Plan.

The manual should be regularly reviewed and updated as needed, and training provided to staff.

Once the EAM solution has been implemented, the manual should be aligned with any new EAM solution workflow/business processes.

MNP

OBSERVATION #2 CONTINUED:

MEDIUM

Management Response

Management supports the Auditor General's recommendation.

Asset Management business process activities are carried out by staff across the organization on a daily, monthly and annual basis. These activities meet legislated requirements and are aligned to industry standards and guidelines. Documentation describing this work exists but are not standardized enterprise wide. Currently, pre-work/internal consultation on the Enterprise Asset Management (EAM) project is ongoing and data/process mapping/opportunities are being identified.

EAM scope of work includes the following tasks related to an Asset Management Process Manual:

- Documentation of current business processes;
- Current and recommended data governance protocol by asset type; and,
- Recommended future business processes.

The software will create a standard data collection framework that will consolidate the asset management work of all departments into one document with reporting and analytical functions that create a corporate wide view. The manual will also include training materials for each asset type.

Timeline for Completion: The Asset Management Manual will be updated within six months of the last phase of EAM implementation by all departments.

MNP

OBSERVATION #3:

LOW

Performance Monitoring and Reporting

One of the four major elements of the City's Asset Management Framework is to ensure regular monitoring and reporting of Asset Management activities are taking place.

During the audit, we observed that there are strong monitoring and reporting mechanisms for the financial aspects of Asset Management. For example, there are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The City also monitors the following Asset Management activities outlined in the Asset Management Plan:

- Actual results versus targets;
- Results based benchmarking;
- Gap assessments;
- Performance against business drivers; and,
- Levels of service.

While the City conducts performance monitoring and reporting at the Department level, the City does not track and report on the above at an enterprise-wide level. Without enterprise-wide level monitoring and reporting in place, the City may be challenged to determine how well the Asset Management Plan and Asset Management Strategy are performing and progressing against its goals. As a result, improvement opportunities to the Asset Management process and practices may not be identified in a timely manner.

MNP

OBSERVATION #3 CONTINUED:

LOW

Auditor General Recommendations

Reporting metrics for key Asset Management activities and deliverables should be reported to the Corporate Asset Steering Committee and to Council at an enterprise-wide level.

As well, the roles and responsibilities for reporting and monitoring on Asset Management should be clearly documented within the Asset Management Policy.

In addition, once the EAM solution has been implemented, opportunities should be explored to leverage its enhanced data management capabilities through creation of performance dashboards and other analytical tools.

MNP

OBSERVATION #3 CONTINUED:

LOW

Management Response

Management supports the Auditor General's recommendation.

Currently, Asset Management performance monitoring and reporting is taking place at departmental level and corporate data is reported to Council annually as part of Life Cycle updates and the Capital Budget process. The Asset Management Steering Committee is responsible for enterprise level performance monitoring and reporting as per section 7.C.g of the Asset Management Policy (dated May 14, 2019).

Timeline for Completion:
The City's first enterprise level Asset Management Performance Monitoring and Reporting to Council will be completed by Q2 2021 (after completion of Asset Management Plan updates).

The 2021 Asset Management Plan update will include the performance reporting matrix.

Departmental and enterprise level performance dashboards will be developed following EAM implementation.

MNP

OVERALL RECOMMENDATION

The Auditor General recommends that:

1) The Asset Management Audit Presentation be received.

MNP

ACKNOWLEDGEMENT

MNP extends our appreciation to the staff and management of the City for their co-operation and assistance throughout the engagement.

City of Markham

Asset Management Audit

October 7, 2019

PREPARED BY: MNP LLP
300 - 111 Richmond Street West
Toronto, ON M5H 2G4

MNP CONTACT: Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP
Partner, National Internal Audit Leader

PHONE: 416-515-3800

October 7, 2019

Mayor and Members of Council,

Pursuant to MNP LLP's appointment to provide Auditor General Services, I am pleased to present the Asset Management audit report ("report") of the Auditor General for the City of Markham ("the City"). To ensure the results of our audit are balanced, we have provided in this report a summary of identified strengths as well as observations and recommendations for improvement.

The audit work was substantially completed on June 7, 2019. The report was discussed with the City's management, who have reviewed the report and provided their responses within. This report is provided to you for information and approval of the City's proposed action plans.

Based on the results of our audit, the City has sufficient processes and controls in place over Asset Management activities. Noted areas of strength include having a standardized Asset Management Plan, and continuous tracking of Asset Management funding requirements.

Opportunities for improvement were also identified with respect to the City's Asset Management practices reassessment and completion of the Asset Management Strategy, development of a formal Asset Management manual, and monitoring and reporting at an enterprise level for Asset Management activities.

The report will be posted on the City's website and made available to the public after tabling to Council.

Sincerely,

Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP

Auditor General, City of Markham

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EXECUTIVE SUMMARY

The City takes a decentralized approach to Asset Management. The Sustainability & Asset Management Department sets the policy direction for Asset Management and City Departments are responsible for maintaining and monitoring assets under their custody. The City uses a 25-year Life Cycle Replacement and Capital Reserve Study, that is updated annually, to determine cash-flow requirements for rehabilitation maintenance of its assets.

The City's Asset Management Plan was most recently developed in 2016 to participate in the Municipal Funding Agreement renewal for Federal Gas Tax Funds. It includes the following elements:

- State of infrastructure;
- Level of service;
- Asset Management strategy; and,
- Financing strategy.

Going forward, the City must ensure that its Asset Management process adheres to the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, which was created in 2018 to better reflect today's environment and variables (i.e. changes in population and economic growth and vulnerabilities caused by climate change).

As Auditor General for the City, MNP LLP ("MNP") conducted an audit to evaluate the processes and controls in place relating to Asset Management, focusing on the following:

- Policies, procedures, processes and controls;
- Asset Management Plan and departmental Asset Management practices;
- Asset Management Framework and Strategy; and,
- Performance measures and metrics.

Based on the audit, the City has sufficient processes and controls in place over Asset Management activities. Many of the key controls assessed have evidence to demonstrate operating effectiveness. Noted areas of strength include:

- The City's Asset Management Plan details a framework and strategy to ensure alignment between corporate goals and how assets are managed is standardized and modeled after provincial standards. As well, the City has an Asset Management Policy and governance structure in place to provide City staff with Asset Management principles, lines of authority, and their role within the enterprise Asset Management system.
- Throughout the fiscal year, City Departments complete a standardized tracking sheet with the cash-flow requirements for rehabilitation and maintenance activities of their assets for a rolling 25-year period (Life Cycle Replacement and Capital Reserve Study). The results of the study are a requirement for obtaining annual capital budget approval from the Finance Department and City Council.

The audit also identified opportunities to strengthen internal controls in the following areas:

- Reassessment and completion of aspects of Phase II of the Asset Management Strategy, including development of a performance management framework, risk framework and outcomes-based levels of service;
- Formal Asset Management manual that outlines specific asset management processes, procedures and requirements for all Departments; and,
- Monitoring and reporting at an enterprise level for Asset Management activities.

BACKGROUND

The City owns a total of approximately $7.9B in infrastructure assets, including right of way infrastructure (roads, stormwater infrastructure, bridges, streetlights, water, wastewater), parks, facilities, information technology ("IT") infrastructure, and fleet.

In 2012, the Ontario Ministry of Infrastructure ("MOI") declared that any municipal requests for infrastructure funding must be supported by an Asset Management Plan. The Plan is required to include the following elements:

- State of infrastructure;
- Level of service;
- Asset Management strategy; and,
- Financing strategy.

Further, in April 2014, as part of the Municipal Funding Agreement renewal for Federal Gas Tax Funds, it was required that municipalities develop an Asset Management Plan by December 31, 2016 in accordance with the guidelines set out by the MOI, in order to be eligible for federal Gas Tax Funds.

The development of the City's Asset Management Plan was led by the Asset Management Department, with key staff from the Sustainability, Finance, IT, Operations, and Environmental Services Departments (as they were structured at that time). The City's Asset Management Plan aims to ensure that the City's investments are strategic and timely, in an effort to minimize future repair and rehabilitation costs to support core services. The Asset Management Plan is intended to promote the continual Asset Management practices within the City, reflecting Asset Management maturity within the City over time, and will be updated every four years (the next update being completed by 2021). In addition, to inform the Plan, the City updates a 25-year Life Cycle Reserve Study, used for long-term budget and forecasting requirements, on an annual basis.

There are a number of City Departments which have assets under their custody, including:

- Environmental Services;
- Operations;
- Sustainability & Asset Management;
- Information Technology Services;
- Engineering;
- Library;
- Recreation;
- Urban Design; and,
- Fire.

As mentioned above, assets range from right of way infrastructure (roads, stormwater infrastructure, bridges, streetlights, water, wastewater), parks, facilities, information technology ("IT") infrastructure, and fleet. After its formation in 2017, the Sustainability & Asset Management Department was tasked with setting the policy direction for Asset Management, with City Departments responsible for maintaining and monitoring assets under their custody.

Since the development of the Asset Management Plan in 2016, the Asset Management landscape has changed with the introduction of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure in 2018. The City has closely reviewed the Regulation and is actively working towards meeting its requirements. This includes having an Asset Management Policy, which was approved by Council in May 2019.

In addition, the City has recently selected a vendor to provide an Enterprise Asset Management ("EAM") solution. The objective of the EAM solution is to eliminate asset and work order management related manual processes in

participating departments, and improve, standardize and streamline existing processes. Full implementation of the solution is anticipated to be completed by 2021.

OBJECTIVE

The objective of the audit was to evaluate the processes and controls in place relating to Asset Management, to identify strengths and/or weaknesses, and to provide recommendations for improvement to leading practices.

SCOPE

The scope of the audit concentrated on Asset Management activities, covering the period from January 1, 2017 to May 31, 2019. Specifically, the scope of the audit focused on the following:

- Obtaining and understanding applicable by-laws, policies, procedures, processes and existing controls through interview of key personnel in Sustainability & Asset Management, Environmental Services, Operations, and Finance Departments;
- Reviewing documentation related to the City's Asset Management Plan and related activities, including:
    - Departmental Asset Management practices (such as Environmental Services, Operations, Sustainability & Asset Management);
    - Asset Management Framework; and,
    - Performance measures and metrics used for Asset Management planning and monitoring levels of service.
- Assessing the current state and progress of the City's Asset Management Strategy; and,
- Assessing the City's Asset Management activities and practices against leading practices.

The following areas were not within the scope of this audit:

- Assessment of the results of the Life Cycle Reserve Studies;
- Adequacy of capital reserves needed to fund the Asset Management Plan recommendations;
- Implementation of the Enterprise Wide Asset Management System; and,
- Information technology general controls ("ITGCs") within capital databases.

RISKS

The following inherent risks were considered during the audit, which given the scope of the audit are typical risks to be considered:

- The AMP and related policies are outdated and do not clearly satisfy the relevant provincial and municipal requirements and guidelines.
- Roles and responsibilities relating to Asset Management activities are not clearly defined, documented and understood.
- Employees are not provided with the necessary training and information to carry out their Asset Management responsibilities.
- Monitoring practices and controls are not in place to ensure compliance with Asset Management policies and procedures.
- Complete, accurate and timely information necessary to manage capital asset throughout their lifecycle is not captured or not available.
- Performance indicators or metrics for monitoring the effectiveness and efficiency of the Asset Management processes have not been developed or are not reported to executive management and Council.

APPROACH

Based on MNP methodology, the high-level work plan for the audit included the following:

1. Project Planning

- Define objectives and scope.
- Confirm project duration and schedule.
- Assign team members and develop team structure.
- Describe deliverables.
- Create Audit Planning Memo and distribute to stakeholders.

2. Project Execution

- Obtain existing policies, process descriptions and relevant documentation.
- Conduct interviews / discussions.
- Understand current state.
- Evaluate current state.

3. Project Reporting

- Identify improvement opportunities.
- Prepare draft report with observations and recommendations.
- Validate and present recommendations.
- Issue final report.

AUDIT TEAM

The audit was carried out by the following MNP team:

Geoff Rodrigues, Audit Lead Partner	Provided expertise in audit methodology, directed the MNP team in all stages of the audit, and ensured that firm and professional quality assurance standards are maintained.
Veronica Bila, Audit Delivery Partner	Managed all aspects of the engagement and reviewed audit results.
Jason Ducharme, Quality Assurance Partner	Ensured that firm and professional quality assurance standards are maintained.
Tim Commisso, Subject Matter Expert	Provided expert knowledge on Asset Management leading practices during the audit.
Chris Wu, Senior Auditor	Planned and carried out the audit procedures, involving the above resources as needed.

STRENGTHS

In conducting the audit, MNP noted the following strengths with respect to the City's processes and controls in place over Asset Management activities:

Asset Management System

The City has all four foundational elements of an Asset Management System, which include:

1. Policy – which defines the underlying principles that the City intends to follow when using Asset Management practices to meet the requirements of the City's strategic plans;

2. Framework - which defines the key practices, processes, tools and documents that make up the Asset Management system and the functional relationships between those elements;

3. Strategy – which defines how the municipality's context and strategic objectives translate to Asset Management objectives; and,

4. Governance Structure – which formalizes the linkages between various functions within the City and assigns accountabilities and responsibilities related to Asset Management.

These four foundational elements place the City in a strong position to effectively carry out its Asset Management activities.

Capital Budgeting Process

Throughout the fiscal year, City Departments complete a standardized tracking sheet with the cash-flow requirements for rehabilitation and maintenance activities of their assets for a rolling 25-year period (Life Cycle Replacement and Capital Reserve Study). There are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The results of the study are a requirement for obtaining annual capital budget approval from the Finance Department and Council.

SUMMARY OF OBSERVATIONS

To enable the City to set priorities in their action plans, we have reported our observations in one of three categories, "**Low**", "**Medium**" or "**High**" based on our assessment of the priority (i.e. significance, complexity, and resources required) of each observation.

Rating	Rating Description
L = Low	The observation is not critical but should be addressed in the longer term to improve internal controls or process efficiency (i.e. 6 to 12 months).
M = Medium	The observation should be addressed in the short to intermediate term to improve internal controls or process efficiency (i.e. 3 to 6 months).
H = High	The observation should be given immediate attention due to the existence of a potentially significant internal control weakness or operational improvement opportunity (i.e. 0 to 3 months).

The table below provides a summary of our observations and recommendations, based on the rating scale outlined above. Detailed observations and recommendations can be found in **Appendix A**.

REF.	SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS	RATING		
		L	M	H
1	**Asset Management Strategy** During the audit scope period, several components of Phase II of the Asset Management Strategy have not been completed in accordance with timelines set out in the Asset Management Plan. Without timely completion of the Asset Management components, the City may not have the tools, datasets and knowledge to be able to make informed decisions over its assets. This may result in the delivery of services becoming less effective and efficient. The outstanding components of the Asset Management Strategy should be reassessed and compared against the requirements set out in in Ontario Regulation 588/17. A formal annual review process should be established to discuss and document the progress of the strategy. The results of this exercise should be reported to the Corporate Asset Management Steering Committee and to Council.			
2	**Documentation of Asset Management Business Process Activities** Although business process documentation and standard operating procedures are available for some City Departments, there are no formal process documents outlining the specific process steps, procedures and requirements. Without such documentation of complex programs, there is a risk that in the case of staff turnover, knowledge transfer will become difficult and institutional knowledge will be lost. An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should be regularly reviewed and updated as needed, and training provided to staff.			

REF.	SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS	RATING		
		L	M	H
3	**Performance Monitoring and Reporting** The City conducts monitoring and reporting at a Department level, but not on an enterprise-wide level for Asset Management activities outlined in the Asset Management Plan. Without such enterprise-wide level monitoring and reporting in place, the City may be challenged to determine how well the Asset Management Plan and Strategy are performing and progressing against its goals. Reporting metrics for key Asset Management activities and deliverables should be reported to the Corporate Asset Steering Committee and to Council at an enterprise-wide level. As well, the roles and responsibilities for reporting and monitoring on Asset Management should be clearly documented within the Asset Management Policy. Once the EAM solution has been implemented, opportunities should be explored to leverage its enhanced data management capabilities. An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should be regularly reviewed and updated as needed, and training provided to staff.			

RECOMMENDATIONS

The Auditor General recommends that:

1. The Asset Management Audit Report be received; and,

2. City staff be authorized and directed to do all things necessary to give effect to the recommendations.

ACKNOWLEDGMENTS

We would like to express our appreciation for the cooperation and efforts made by City staff whose contributions assisted in ensuring a successful engagement. City staff provided the Auditor General with unrestricted access to all activities, records, systems, and staff necessary to conduct this audit freely and objectively.

APPENDIX A: DETAILED OBSERVATIONS AND RECOMMENDATIONS

#	Observation	Rating	Recommendation	Management Response
1	**Asset Management Strategy** As part of the 2016 Asset Management Plan, the Asset Management Strategy consists of two phases: • Phase I: Preparation of an Asset Management Plan, which includes documenting the City's existing Asset Management practices in accordance provincial guidelines and identifying challenges of current and future infrastructure needs. • Phase II: Further refinement of the City's Asset Management Strategy to ensure consistent Asset Management practices in data collection, decision making, and risk assessment. As part of Phase II, the City has selected a vendor to provide customized software for both enterprise Asset Management and Asset Management planning. In addition, the Finance Department has worked collaboratively with City Departments to continuously examine and improve its Life Cycle Reserve planning/forecasting process.	**Medium**	The following items not completed as planned within the 2016 Asset Management Plan should be reassessed: • Outcome-based levels of service; • Performance management framework; and, • Risk management framework. Completion timelines should be established and compared against the requirements and deadlines set out in in Ontario Regulation 588/17 to ensure the City's regulatory obligations are met in a timely manner. As dictated by Ontario Regulation 588/17, the Corporate Asset Management Steering Committee should develop a formal annual review process to discuss and document the progress of the Asset Management Plan and Strategy. The results of the annual review should be reported to the Corporate Asset Management Steering Committee and to Council.	Management supports the Auditor General's recommendation. **Asset Management Plan Update** The City is currently in compliance with Ontario Regulation 588/17. The new regulation came into effect after Council's approval of the City's 2016 Asset Management Plan and included new timelines for completion of Phase II tasks (Development of the Asset Management Strategy). Accordingly, the 2016 Asset Management Plan will be updated by the Asset Management Steering Committee (AMSC, as per Council approved Asset Management Policy dated May 14, 2019) to align with the O. Reg. 588/17 requirements and timelines (July 1, 2021 for core assets and July 1, 2023 for all assets). A staff position request for a Manager, Corporate Asset Management has been included as part of the 2020 Budget. This position will lead the work resulting from the audit, ensure 588/17 compliance, and coordinate with the Enterprise Asset Management system implementation. If the request is not approved, some existing staff working to maintain current assets will need to be reallocated to address legislative requirements and the implementation of the

#	Observation	Rating	Recommendation	Management Response
	However, at the time of the audit, several components of Phase II have not been completed in accordance with timelines set out in the Asset Management Plan, which were planned to be completed during the years 2017 and 2018. These include the completion and development of: • Outcome-based levels of service (LOS)[1]; • Performance management framework; and, • Risk management framework. It should be recognized that the realization of any corporate strategy could take years and that Ontario Regulation 588/17 altered the trajectory of the City's Asset Management focus. However, without timely completion of the Asset Management components mentioned above, the City may not have the tools, datasets and knowledge to be able to make informed decisions over its assets (i.e. operation, maintenance, renewal, maintenance, replacement, and decommissioning).			audit recommendations. This could present a risk to ensuring all assets continue to be maintained in a good state of repair. ***Timeline for Completion:*** Work will begin by Q1 2020 and will be completed and approved by Council to meet the regulated timelines: • Q2: 2021 - Core Assets (water, wastewater, storm water management, bridges and culverts and roads). • Q2: 2023 – All Assets (the above, plus facilities and parks). **<u>Formal Annual Review</u>** Council approved the Asset Management Policy dated May 14, 2019 and established the Asset Management Steering Committee (AMSC), which will ensure organization-wide accountability for achieving and reviewing corporate asset management goals and objectives, including annual reporting to Council. The AMSC will provide a formal annual progress report to Council on the Asset Management Plan, Strategy and O.Reg. 588/17 compliance. ***Timeline for Completion:*** Annually in Q2, beginning in 2020.

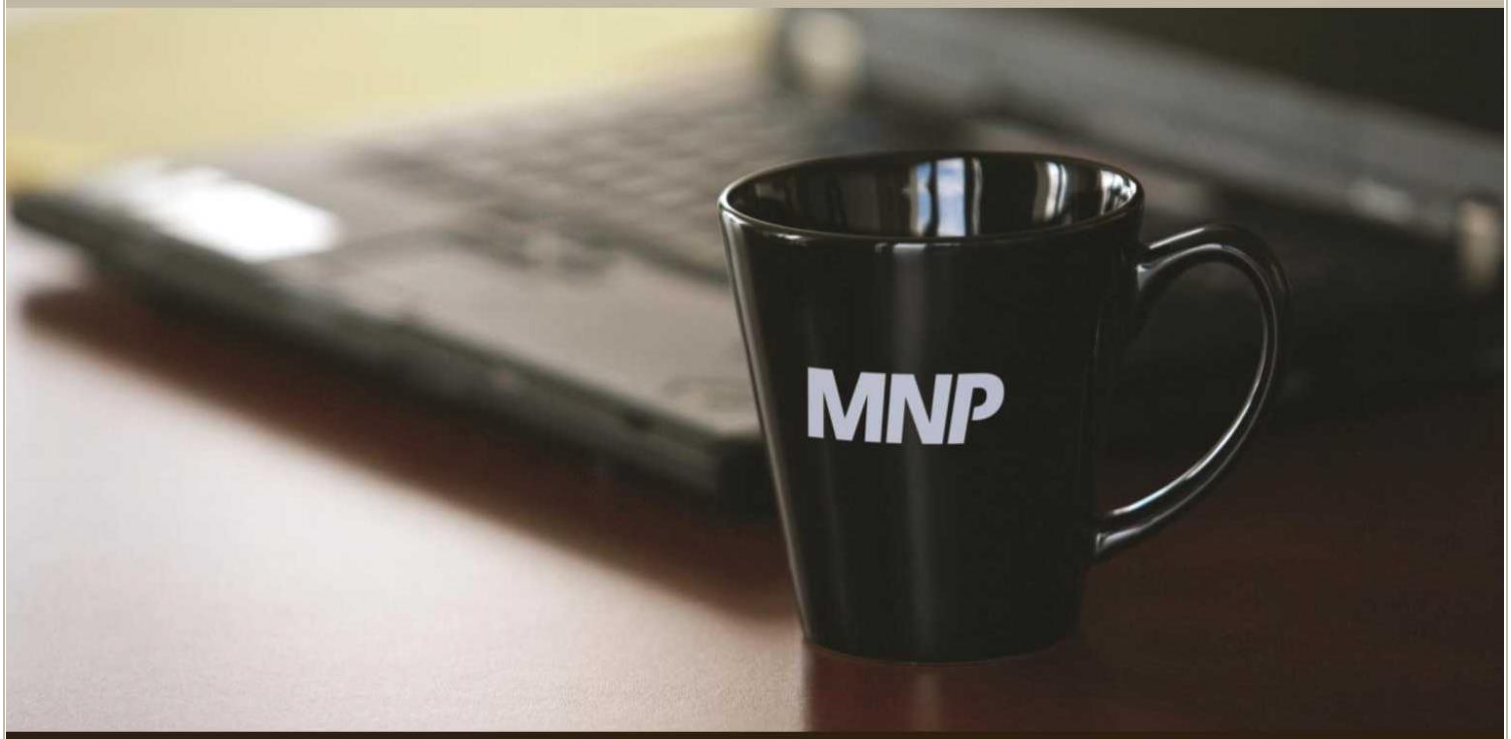
[1] *Outcome-based levels of service: The use of actual performance data in developing levels of service that improve operation efficiency and result in the desired business outcomes of the City (i.e. customer satisfaction, operational excellence, staff engagement, and financial performance).*

#	Observation	Rating	Recommendation	Management Response
2	**Documentation of Asset Management Business Process Activities** In order for an Asset Management system to function optimally, there must be clear linkage between its key components that support the system, including the plan, policy, processes and procedures. During the audit, we observed that although business process documentation and standard operating procedures are available for some City Departments, the linkage back to the specific activities, as outlined in the Asset Management Plan, is unclear. There are also no formal process documents outlining the specific process steps, procedures and requirements that must be followed for maintenance, rehabilitation, replacement, and conditional assessments. Without such documentation of complex processes, there is a risk that in the case of staff turnover, knowledge transfer will become difficult and institutional knowledge will be lost.	**Medium**	An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should encompass all Asset Management activities including maintenance, rehabilitation, replacement, conditional assessments/audits and service levels. Within the manual, for each asset category, the following components should exist: • Custodian for each asset type; • Procedures on how to perform associated Asset Management activities; • Applicable tools and templates; • Appropriate referencing to other City policies and standard operating procedures, as applicable; and, • Direct linkage of Asset Management activities outlined in the Asset Management Plan. The manual should be regularly reviewed and updated as needed, and training provided to staff. Once the EAM solution has been implemented, the manual should be aligned with any new EAM solution workflow/business processes.	Management supports the Auditor General's recommendation. Asset Management business process activities are carried out by Staff across the organization on a daily, monthly and annual basis. These activities meet legislated requirements and are aligned to industry standards and guidelines. Documentation describing this work exists but are not standardized enterprise wide. Currently, pre-work/internal consultation on the Enterprise Asset Management (EAM) project is ongoing and data/process mapping/opportunities are being identified. EAM scope of work includes the following tasks related to an Asset Management Process Manual: • Documentation of current business processes; • Current and recommended data governance protocol by asset type; and, • Recommended future business processes. The software will create a standard data collection framework that will consolidate the asset management work of all departments into one document with reporting and analytical functions that create a corporate wide view. The manual will also include training materials for each asset type.

#	Observation	Rating	Recommendation	Management Response
				Timeline for Completion: The Asset Management Manual will be updated within six months of the last phase of EAM implementation by all departments.
3	**Performance Monitoring and Reporting** One of the four major elements of the City's Asset Management Framework is to ensure regular monitoring and reporting of Asset Management activities are taking place. During our audit, we observed that there are strong monitoring and reporting mechanisms for the financial aspects of Asset Management. For example, there are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The City also monitors the following Asset Management activities outlined in the Asset Management Plan: • Actual results versus targets; • Results based benchmarking[2]; • Gap assessments; • Performance against business drivers (i.e. regulatory requirements, customer requirements/expectations, corporate goals and strategies); and,	**Low**	Reporting metrics for key Asset Management activities and deliverables should be reported to the Corporate Asset Steering Committee and to Council at an enterprise-wide level. As well, the roles and responsibilities for reporting and monitoring on Asset Management should be clearly documented within the Asset Management Policy. In addition, once the EAM solution has been implemented, opportunities should be explored to leverage its enhanced data management capabilities through creation of performance dashboards and other analytical tools.	Management supports the Auditor General's recommendation. Currently, Asset Management performance monitoring and reporting is taking place at departmental level and corporate data is reported to Council annually as part of Life Cycle updates and Capital Budget process. The Asset Management Steering Committee (AMSC) is responsible for enterprise level performance monitoring and reporting as per section 7.C.g of the Asset Management Policy (dated May 14, 2019). ***Timeline for Completion:*** City's first enterprise level Asset Management Performance Monitoring and Reporting to Council will be completed by Q2 2021 (after completion of Asset Management Plan (AMP) updates). The 2021 AMP update will include the performance reporting matrix.

[2] *Results based benchmarking: A comparison between the City's actual service performance results against those of other local governments to identify opportunities to increase efficiency and effectiveness of services.*

#	Observation	Rating	Recommendation	Management Response
	• Levels of service. While the City conducts performance monitoring and reporting at the Department level, the City does not track and report on the above at an enterprise-wide level. Without enterprise-wide level monitoring and reporting in place, the City may be challenged to determine how well the Asset Management Plan and Asset Management Strategy are performing and progressing against its goals. As a result, improvement opportunities to the Asset Management process and practices may not be identified in a timely manner.			Departmental and enterprise level performance dashboards will be developed following EAM implementation.



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Report to: General Committee Meeting Date: October 7, 2019

SUBJECT: Approval of the 2019 Integrated Leisure Master Plan Update

PREPARED BY: Brenda Librecz, Commissioner, Community & Fire Services
Deborah Walker, Director, Library Strategy
Sara Tam, Manager, Business Planning & Innovation

RECOMMENDATION:

1. That the report entitled "Approval of the 2019 Integrated Leisure Master Plan Update" be received; and,

2. That Council approve the 2019 Integrated Leisure Master Plan (ILMP) Update as set out in Attachment 1; and,

3. That Council direct the Commissioner of Community and Fire Services to incorporate the ILMP into annual Business Planning, Capital and Operating Budget processes and to report progress annually to Council; and further,

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 seek approval of the 2019 Integrated Leisure Master Plan Update, a document that sets the parameters for investment in the social infrastructure required to keep the City of Markham strong, livable, vibrant and a great place to live, work, learn, play and invest. It guides the City's provision of parks, recreation, culture and library services, facilities and policies to 2031 when the population is forecasted to grow by 119,700 people to 460,200.

The ILMP Update is a living document that is long range in nature and subject to ongoing review as changes in growth, trends, user patterns, and regulations influence the recommendations within each major community service area. It is subject to the annual budgeting process including business case evaluations of major expenditure items. As the 2010 Master Plan was the point of departure for this update, an overview of the outcomes achieved pursuant to that plan is also provided in the Update report.

BACKGROUND:

In 2010, Council approved the City's first Integrated Leisure Master Plan (ILMP). The 2010 ILMP provided a framework for planning future parks, recreation, cultural and library services and facilities. The timeframe of the 2010 ILMP recommendations covered the period of 2010 to 2019. However, this horizon was extended in some cases where longer term planning was needed.

Highlights of our progress and accomplishments pursuant to the 2010 ILMP include:

- *Strong follow-through on the recommendations of the 2010 ILMP:* ***77% of the recommended short-term actions have been completed or are in progress.***
- *Completion of* ***three major community facilities – two joint Community Centre and Library facilities (Cornell and Aaniin),*** *and a regional sport facility* ***(Markham Pan Am Centre),*** *all within six years.*
- *Completion of over* ***90 new parks*** *with much needed community amenities, including* ***17 new sport fields of which 4 are artificial turf*** *– and all of them done in partnership with others; and*
- ***Development of*** *key strategies to address community needs****, including the Older Adult Strategy, the Public Art Master Plan (in progress) the Parks Renaissance Program, the Public Realm Strategy, the Corporate Volunteer Program and the Sport Development Plan.***

This success has been achieved through close monitoring of population growth, application of the principle of equitable geographical distribution of parks, recreation, cultural and library (PRCL) facilities across all areas of the City, annual review of the ILMP by staff, and important feedback from our residents, stakeholders and Members of Council.

Generally, the Council-approved 2010 ILMP provided staff with focus and direction, and supported our efforts in accessing funding from the provincial and federal governments. The positive results achieved pursuant to the 2010 ILMP have confirmed the value and importance of master planning and keeping the ILMP updated.

DISCUSSION:

The purpose of the 2019 ILMP Update is to identify current needs and future facility provision strategies, consistent with the City of Markham's commitment to providing safe, accessible, and community-responsive PRCL services and facilities that appeal to a wide range of interests and abilities. Given that Markham is one of the fastest growing communities in Canada, **timely and bold short-term and long-range planning is critical to ensuring that facility and service provision properly coincides with development, demographic changes and shifts in community needs.** This ILMP Update will guide planning for parks, recreation, culture and library services and facilities to the year 2031, with a particular focus on the next five years.

The original mission statement of the ILMP remains relevant:

Markham's Parks, Recreation, Cultural and Library services provide *inclusive, accessible, safe, enjoyable and sustainable* leisure, learning, sport and cultural opportunities essential to vibrant places.

Leisure services and facilities contribute to a superior quality of life that attracts and retains diverse and talented residents, supports a community-wide commitment to

lifelong active living and learning, and advances Markham's future prosperity in the rapidly growing creative and knowledge-based economy,

The 2019 Integrated Leisure Master Plan Update (2019-2031) updates the recommendations of the 2010 ILMP with current data and research to inform a roadmap for decision-making regarding PRCL facilities and services in Markham to 2031. Once approved, this plan will supersede the 2010 ILMP.

The starting point of the Update project was a thorough review of the 2010 ILMP recommendations. Their status (Completed, In Progress, and Further Review Required) is included in the attached Report.

Using a fact-based methodology, the Update has been informed by several processes of assessment, evidence-review and consultation, including:

- A detailed assessment of the City's existing PRCL facilities, with consideration of their location, geographic distribution, AODA compliance, and facility capacity and utilization based on standard user patterns;
- Socio-demographic factors (current and forecasted), including age;
- Trends in leisure services locally and across Canada;
- Review of the City's past strategic studies and findings;
- Usage data and trends;
- Stakeholder input sessions regarding areas of pressure (ice sports, racquet sports, sports fields);
- Further community input through an online survey;
- One-on-one interviews with Councillors;
- Engagement with the Library Board, City officials and staff;
- Current and anticipated development based on the City's Official Plan;
- Benchmarking against comparable municipalities; and
- Assessment and verification of the provision targets established in the 2010 ILMP. The provision targets outlined in the 2019 ILMP Update are consistent with those of neighbouring municipalities, and have been customized to Markham's context where appropriate.

The Planning Context – A Changing City of Markham

Effective planning requires an understanding of existing and emerging changes and trends that may affect PRCL services and facility needs. Between 2010 and 2019, Markham has grown and evolved. The planning context for 2019 and beyond is very different to that of 2010.

The most fundamental change lies in the story of a growing and changing population since 2010, which has driven the ongoing strong and growing demand over the same period for parks, recreation, culture and library programs and services. **It is expected that over the next 12 years Markham's population will grow by 119,700 people to 460,200 in 2031.** In terms of meeting the needs of this growth, the biggest challenges will be land availability and cost.

Beyond the numbers of population growth, the 2019 ILMP Update process has been informed by the emergence of following changes and trends:

- The City of Markham continues to experience significant growth and development, resulting in substantive changes to built form and pressures for communities that are "complete";
- Besides new greenfield development, there is also increased development of high-density neighbourhoods (vertical cities) within intensified areas such as Markham Centre;
- Significant anticipated changes to provincial legislation that affects municipalities;
- Continued changes in demographics, in particular an aging population – the region forecasts that by 2031 every 1 in 5 people will be 65 years or older – 21% of total population in 2031, up from just 12% of total population in 2011. This and other demographic shifts and changes have impacts on user needs and expectations, service planning and facility delivery;
- Need to adapt and revitalize existing services and facilities and develop a combination of tools and creative approaches to meet evolving user expectations in a timely manner;
- Informed residents with rising expectations demand changes in the use of parks, open spaces, arts and cultural facilities, libraries and recreational activities, e.g. growing demand for passive leisure activities, drop-in programs, dog parks and related facilities; and
- A desire for walking and biking infrastructure that connects communities, e.g. sidewalks, connected trails, bike paths.

Report Structure

The 2019 ILMP Update Report is structured as outlined below:

1. About the ILMP Update: Introduction, About Markham, Alignment, Our Planning Process, Benefits of Leisure.
2. Our Accomplishments: Key Initiatives and Projects, Status of the 2010 ILMP.
3. Community Context and Trends: Population and Growth, Trends & Best Practices, Community Input (Online Survey), Stakeholder Engagement (Workshops), Internal Engagement (Staff and Library/Municipal Officials).
4. Key Challenges and Opportunities
5. Strategic Framework: 2010 ILMP Strategic Framework, Building Markham's Future Together, Other Notable Guiding Documents.

Sections 6 to 9 focus on the four dimensions of PRCL. Each Section reviews the current inventory of facilities (by ILMP Study Area) and current service provision levels, and provides recommended provision targets. Each Section also provides recommendations regarding service delivery and programming.

6. Parks Services and Facilities
7. Recreation Services and Facilities
8. Cultural Services and Facilities
9. Public Library Services and Facilities

Section 10 addresses the challenges of providing PRCL services and facilities in Intensification Areas. At the time of the 2010 ILMP, Markham's Intensification Areas were just beginning to develop. Between 2010 and today, development of these Areas has progressed significantly and the implications of "vertical lifestyles" are better understood. This Update proposes innovative options for providing PRCL services and facilities in Markham's IAs.

10. Intensification Areas: Background, Planning Leisure Services for Intensification Areas, Keeping Pace with Growth in Intensification Areas – Timing, Community Design for "Complete Communities" in Intensification Areas, Partnership and Co-Location, Partnerships and Co-Locations.

The Report concludes with consideration of the challenges and complexities of implementing the Plan.

11. Implementing the Plan: Implementation Tools, Financial Considerations, Monitoring and Updating the ILMP.

Overview of the Recommendations:

The 2019 Update has focused on the following areas to guide the approaches to service delivery and provision strategies:

- **Intensified areas** need a different provision model with a focus on integration within development plans early in the process to capitalize on cost sharing opportunities;
- **Shared Uses, Flexible Spaces** among service providers (schools/faith groups/agencies/ private sector) will be needed;
- **Neighbourhood level planning** and engagement strategies should be considered in partnership with community leaders and other service providers;
- **Equitable distribution** of amenities among communities is critical to building Complete Communities that are accessible for all;
- Recognition of the **challenges of providing parkland** in the future, especially within intensified areas;
- Greater focus on creating **meaningful volunteer opportunities**;
- Increasing demands for services for **aging population** will continue to grow significantly, creating challenges and opportunities;
- Partnerships and creative approaches are critical to achieving provision strategies; and
- Role of the City in advancing provision strategies will be to continue to leverage partners, rethink delivery options from standalone to integrated models with focus on equity, inclusion and community access to leisure amenities.

Markham's Integrated Leisure Master Plan will continue to focus on neighbourhood and community engagement supported by integration among Markham services and solid community partnership development. Our partnership with both school boards has been extensive especially with the shared use of sport fields. Many master plans of this type focus on 'bricks and mortar' – our plan focuses on people and places to drive creativity, inclusion and place making in a shared manner.

The ILMP contains 136 recommendations ranging from adopting industry best practices of little or no cost to major community infrastructure investments. This update makes one major recommendation for a community centre and library within the Future Urban Area. For intensified areas, the recommended approach focuses on partnerships and shared uses in the creation of Neighbourhood Centres to meet the needs of growth in those vertical neighbourhoods. The recommended park provisions and park amenities are based on provision targets by type of amenity, and are intended to be used in the creation of new parks by Planning & Urban Design, and in the management of parks by Parks, Horticultural and Forestry staff in Operations. Culture programs will focus on opportunities to integrate within community spaces and in partnership with others, the advancement of their efforts with Public Art, and the development of the Flato Markham Theatre Foundation. The Sport Development Plan will continue to look for opportunities to support tourism within Markham, while continuing to provide sport development opportunities. The Older Adult Strategy and related 'ability to pay 'model will accelerate over the next few years, as Markham's population grows older.

Approval of the 2019 ILMP enables staff to move forward with development of implementation plans and to seek out opportunities for shared use, federal grants and partnerships with other providers. Regarding any recommendations that involve major business transformations or significant investments for community infrastructure, staff will follow current practice and provide staff reports to Council for decision-making. Recognizing that recent provincial decisions related to development charges will affect priority setting for not just this plan, but also all Master Plans, and require a process for Council decision making regarding the Community Benefits Charge, having a Master Plan with provision targets will help with priority setting. In fact, the Province referred to the need for such a plan within its recommendations.

In conclusion, the 2019 ILMP prioritizes the needs of the community by developing recommended actions that will support and continuously improve the quality of life in Markham for all neighbourhoods.

FINANCIAL CONSIDERATIONS

The development of a detailed-level financial strategy for implementation of the 2019 ILMP Update was not within the scope of this project. However, as a roadmap for decision-making, the Update recognizes that implementation will be dependent on a number of factors, including the pace of population growth, funding, land availability and partnerships. In many cases, proposed timeframes are linked to the population forecasts

approved by the Region of York; should these forecasts change, the Plan should be reviewed and adjustments made to the implementation and funding strategy.

The recent launch of sweeping changes to Ontario's land use planning system, with the stated objective of stimulating the supply of housing, further complicates financial planning in relation to the recommendations of the 2019 ILMP Update. The full implications of Bill 108 and Community Benefits Charges will not be fully understood until regulations are released. Once regulations regarding Community Benefits Charges have been finalized and full details understood, Council may need to prioritize decisions regarding the recommendations in the 2019 ILMP Update.

As a result, the 2019 ILMP Update proposes that financial costing of its recommendations will be undertaken through the City's annual budget process as priorities are brought forward for Council's review and consideration. The full implementation of this Plan may require the pursuit of alternative funding, the establishment of various partnerships and cost-sharing agreements with community organizations, schools, agencies, developers and other partners, and alternative service delivery models, particularly in Intensification Areas.

By approving this Plan, the City is not bound to implementing every recommendation or providing facilities in the order, amount or timing indicated. Rather, this Plan provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined. If growth is slowed or accelerated, the timing of implementation may require adjustment. It is expected that the City will make decisions on individual projects and funding sources annually through the budget process.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

By completing 2019 ILMP Update, this report aligns with the strategic direction contained in the 2015-2019 Building Markham's Future Together (BMFT) Goal 2 - Engaged, Diverse and Thriving City (Strategic Objectives 2.1 Increasing Community Engagement and 2.2 Ensuring Markham is Welcoming and Inclusive).

BUSINESS UNITS CONSULTED AND AFFECTED:

Urban Planning and Design, Financial Services, Operations (Parks, Forestry & Horticulture Division), Recreation Services, Economic Growth, Culture and Entrepreneurship, and Markham Public Library.

RECOMMENDED BY:

Brenda Librecz
Commissioner, Community & Fire Services

Arvin Prasad
Commissioner, Development Services

ATTACHMENTS:

1. 2019 Integrated Leisure Master Plan Update (2019-2031) – Presented to General Committee October 7, 2019

2019 Integrated Leisure Master Plan Update

General Committee
October 7, 2019

About the ILMP

The Integrated Leisure Master Plan (ILMP) guides service delivery and facility development for:

- public libraries
- community centres, pools and arenas
- recreation services
- arts and culture facilities and services
- sports fields, playgrounds, splash pads, courts and more
- parkland and trails

Project Consultants: Monteith Brown Planning Consultants

Stakeholder Departments: Recreation Services

Planning & Urban Design (Parks & Open Space Development)

Operations (Parks, Horticulture & Forestry)

Markham Public Library

Economic Growth, Culture & Entrepreneurship (Culture)

Updating the ILMP

The following **objectives** guided this Update:

1. Update inventories, demographics, and emerging trends and sports
2. Align to key studies and strategies, e.g., Building Markham's Future Together
3. Seek community input
4. Held focus groups with arena sports, sports fields, and racquet sports users
5. Developed provision strategies
6. Assessed the implications of intensification and growth
7. Developed recommendations – reflect recommended provision strategies and build on 2010 ILMP
8. Generate the 2019 ILMP Update for Council approval

Purpose of the Integrated Leisure Master Plan Update

- To guide the City's provision of parks, recreation, arts & culture and library services, facilities and policies to 2031
- A living document - long range in nature and subject to ongoing review as changes emerge in growth, trends, and user patterns
- Subject to annual budgets including business case evaluations of major expenditure items

Mission

Markham's Parks, Recreation, Cultural and Library services provide inclusive, accessible, safe, enjoyable and sustainable leisure, learning, sport and arts & cultural opportunities essential to vibrant places.

Why Master-Plan?

Master planning leads to **success**

- The Path to Success
  - Close Monitoring of Population Growth
  - Application of the principle of equitable geographical distribution of parks, recreation, arts & culture and library (PRCL) facilities across all areas of the City
  - Annual review of the ILMP by staff and action through business and work planning
  - Important feedback from our residents, stakeholders and Members of Council
- Provides staff with focus and direction
- Supports our efforts in accessing funding from the provincial and federal governments
- Positive results achieved pursuant to the 2010 ILMP have confirmed the value and importance of master planning and keeping the ILMP updated

Highlights & Accomplishments of the 2010 ILMP

Follow-through

77% of the recommended short-term actions have been completed or are in progress

New Facilities

Completion of 3 major community facilities – two Community Centres and Libraries (Cornell and Aaniin) and a regional sports facility (Markham Pan Am Centre), all within six years

New Sports Fields

17 new sport fields of which 4 are artificial turf – and all of them done through partnerships

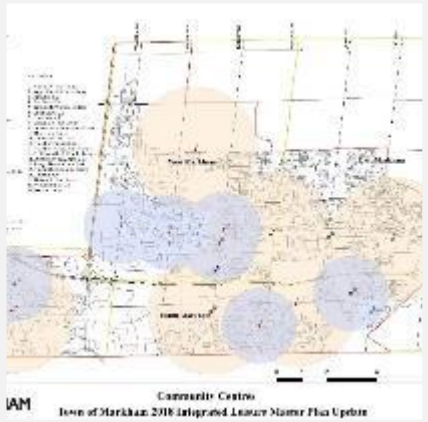
New Parks

Completion of over 90 new parks with much-needed community amenities

Key Strategies

Older Adult Strategy, Public Art Master Plan (in progress), Parks Renaissance Program, Public Realm Strategy, Corporate Volunteer Program, Sport Development Plan

Review Process: Fact-Based Methodology



Current State

Detailed assessment of the City's existing PRCL facilities

Facility capacity

User patterns

Who? How Many? When?

Socio-demographic factors (current and forecasted)

Timing of anticipated growth & development based on the City's Official Plan

Leisure Trends

Trends local & national

Benchmarking against comparable municipalities; Assessment and verification of provision targets

Changing Legislation

Community Input

Stakeholder input sessions

Ongoing customer feedback and surveying

Online survey

Internal Consultations

Councillors, Library Board, City officials and staff

Over the next 12 years Markham's population will grow by 119,700 people to 460,200 in 2031

The Planning Context

A Changing Markham

Leisure Trends

Changing Built Form

Demand for Complete Communities by our residents – implications for PRCL service delivery

Higher-Density Neighbourhoods

Increased development of high-density "vertical" neighbourhoods within intensified areas

Bill 108

Changing Legislation

Significant anticipated changes to provincial legislation that affects municipalities

Demographics

Impacts on user needs and expectations, service planning and facility delivery – aging population, dynamic multi-cultural populations

Ongoing Revitalization

Need to adapt and revitalize existing services and facilities to meet evolving user expectations in a timely manner

Leisure Trends (continued)

Informed Residents

Rising expectations for leisure services and facilities

Passive Activities

Growing demand for passive leisure activities

Drop-In Programs

Growing demand for drop-in programs

Dog Parks & Related Facilities

Growing demand for dog parks and related facilities

Walking and Biking

Infrastructure that connects communities

Key Areas of Focus for Markham's 2019 ILMP

- Need to provide services to all residents while demands for services for an **aging population** will continue to grow significantly, creating challenges and opportunities
- **Partnerships and creative approaches** are critical to achieving provision strategies
- **Role of the City** in advancing provision strategies will be to
  - continue to **leverage partners**,
  - rethink delivery options from standalone to **integrated models** with focus on equity, inclusion and community access to leisure amenities.

Key Areas of Focus for Markham's 2019 ILMP (continued)

- **Intensified areas** need a different provision model with a focus on integration within development plans early in the process to capitalize on cost sharing opportunities
- **Shared Uses, Flexible Spaces** among service providers (schools/faith groups/agencies/ private sector)
- **Neighbourhood level** planning and engagement strategies in partnership with community leaders / service providers
- **Equitable distribution** of amenities among communities is critical to building Complete Communities that are accessible for all
- **Challenges of providing parkland** in the future, especially within intensified areas
- Provision of meaningful **volunteer** opportunities

Recommendations Highlights

136 Recommendations

Ranging from adopting industry best practices of little or no cost to major community infrastructure investments

Parks

Recreation

Arts & Culture

Libraries

- Support the **Rouge National Urban Park** initiative, with a particular focus on securing access and promoting its benefits to Markham residents
- Establish a City-wide sustainable standard of provision for **park washrooms**
- Continue to implement the **Parks Renaissance Strategy**
- Develop a **Shade in Parks** Plan
- Construct **3 additional cricket pitches**, with at least 1 lit cricket pitch, by 2031
- Move toward the provision target of one **off-leash dog area** per Ward
- Develop a **five-year rolling parkland plan** that incorporates provision standards in the ILMP for the completion of new parks and keeps pace with growth

Parks

Recommendation Highlights

- Develop a program plan for **intergenerational and under-represented groups** as identified in the Older Adult Plan
- Undertake **neighbourhood-based / place-based planning**
- Develop a plan to support the City's commitment in developing a **Sports Park**
- In West Markham, advance the development of a "**major" community centre and library** by approximately 2026
- Provide **gymnasiums** in all new or expanded "major" community centres
- Prepare an **Arena Partnership Strategy**

Recreation

Recommendation Highlights

- Encourage opportunities to **integrate cultural programs, spaces for creative pursuits and activities through shared spaces** within existing and future community recreation facilities, libraries and parks
- Complete and implement the **Public Art Master Plan**
- Conduct a **new theatre feasibility study** to assess growth and determine future needs of the performing arts sector in Markham
- Develop the **Flato Markham Theatre Foundation**

Arts & Culture

Recommendation Highlights

Libraries

Recommendation Highlights

- Implement **Digital Markham Strategy** recommendations regarding the Library's role as "Markham's centre for excellence in digital literacy"
- Prioritize the establishment of a library branch to serve the growing **Markham Centre** community
- Develop one library branch to serve **West** as part of a new major community centre
- Re-evaluate the demand for renewing and expanding the **Milliken Mills library**

- Deliver community service facilities and public open spaces, including PRCL, that support **complete communities** and the health of residents, workers and visitors
- Ensure **timely provision** and initiate assessment, capital planning and design of additional parks, recreation, arts & culture and library facilities as part of the regular review of the ILMP and before exceedance of current and planned facility capacities
- Consider **innovative approaches/tools** to fund and provide community services facilities
- Require the Secondary Plan process in intensification areas to include the completion of a **Community Services, Facilities and Parks Plan** to secure partnership opportunities

Intensified Areas

Recommendation Highlights

Intensified Areas

Parks	• Design parks, recreation, arts & culture and library facilities in intensification areas (IAs) as **Neighbourhood Centres** that are flexible, accessible, multi-use, inclusive and age-friendly spaces that provide active spaces and people places • High-density development must provide dog walking and dog washing amenities for their residents
Recreation	• Implement **a new facility provision model (Neighbourhood Centre**s) that reflects the realities of high-density residential communities • Develop a plan to support the City's commitment in developing a **Sports Park ...**to address **field needs for growth centres/intensified areas** • Provide **gymnasiums + multi purpose** space in **partnership/co-location with schools** in IAs
Libraries	• Develop **alternative library service and funding models** for libraries in IAs • Consider **co-location** with a range of community partners
Partnerships & Co-Locations (General)	• Encourage and promote the **shared use of schools** (e.g., gymnasiums) and **adjacent parks and public open space for active sports fields** • **Collaborate with School Boards** • Locate partnered/co-located **services in partnership with developers** within mixed-use spaces • Encourage **partnerships and co-locations between landowners and public agencies** • Encourage and promote community services and facilities providers to support the creation of **community hubs** in IAs

A Roadmap for Decision-Making and Action

- Approval of the 2019 ILMP enables staff to **move forward** with development of implementation plans and to seek out opportunities for shared use, federal grants and partnerships with other providers
- Staff will follow current practice and provide staff reports to Council for decision-making in any recommendations that involve **major business transformations or significant investments for community infrastructure**
- An updated **Integrated Leisure Master Plan with provision targets will help with priority setting** in the move from development charges to Community Benefits Charge

A Roadmap for Decision-Making and Action (continued)

- **Implementation will be dependent on several factors**, including the pace of population growth, funding, land availability and partnerships
- **Proposed timeframes are linked to the population forecasts** approved by the Region of York; should these forecasts change, the Plan should be reviewed and adjustments made
- A detailed-level financial strategy for implementation of the 2019 ILMP Update was **not within the scope** of this project

Bill 108

- Sweeping changes to Ontario's land use planning system further **complicates financial planning** as it relates to the recommendations of the 2019 ILMP
- **Full implications of Bill 108 and Community Benefits Charges** will not be fully understood until regulations are released
- Once regulations regarding Community Benefits Charges have been finalized, Council may need to make some decisions **prioritizing** the recommendations of the 2019 ILMP Update

Financial Costing

- Financial costing of ILMP recommendations to be undertaken through the City's **annual budget process**
- Full implementation of this Plan may require
  - the pursuit of **alternative funding**
  - various **partnerships and cost-sharing** agreements
  - **alternative service delivery models**, particularly in Intensification Areas
- Approval of this Plan **does not bind** the City to implementing every recommendation or providing facilities in the order, amount or timing indicated
- Provides **guidance** on PRCL **priorities for the community**, resource allocation, and **sets a general course** for meeting the needs as they are presently defined
- If growth is slowed or accelerated, **timing of implementation and financial requirements** may be adjusted to reflect
- The City will make decisions on individual projects and funding sources **annually** through the budget process.

Conclusions

- Since 2010, we have successfully expanded the **city-wide network** and reach of our community centres, libraries, parks, and arts and cultural facilities
- Contributed to the creation of a **desirable, livable, and complete Markham** with a strong quality of life, which is key to our economic prosperity
- 2019 ILMP will deepen the connections within our **diverse and ageing community**, strengthen **partnerships**, and lead to new and innovative **social infrastructure** and **service delivery models**

Recommendations

1. That the report entitled "Approval of the 2019 Integrated Leisure Master Plan Update" be received; and

2. That Council approve the 2019 Integrated Leisure Master Plan (ILMP) Update as set out in Attachment 1; and

3. That Council direct the Commissioner of Community and Fire Services to incorporate the ILMP into annual Business Planning, Capital and Operating Budget processes and to report progress annually to Council; and

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

Questions?

2019 INTEGRATED LEISURE MASTER PLAN UPDATE

2019 - 2031

Presented to General Committee – October 7, 2019

Monteith•Brown planning consultants

MARKHAM

ACKNOWLEDGEMENTS

We would like to thank all of those who contributed their effort and expertise to the development of the **2019 Integrated Leisure Master Plan Update.** We are confident that the leadership and passion of City of Markham officials and staff, with guidance from this Master Plan Update, will enable the City to continue to provide responsive and leading-edge parks, recreation, arts & culture and library services and facilities well into the future.

City of Markham Council (2014-2018)
Frank Scarpitti, Mayor
Jack Heath, Deputy Mayor & Regional Councillor
Jim Jones, Regional Councillor
Joe Li, Regional Councillor
Nirmala Armstrong, Regional Councillor
Valerie Burke, Ward 1 Councillor
Alan Ho, Ward 2 Councillor
Don Hamilton, Ward 3 Councillor
Karen Rea, Ward 4 Councillor
Colin Campbell, Ward 5 Councillor
Amanda Collucci, Ward 6 Councillor
Logan Kanapathi, Ward 7 Councillor
Alex Chiu, Ward 8 Councillor

City of Markham Council (2018-2022)
Frank Scarpitti, Mayor
Don Hamilton, Deputy Mayor & Regional Councillor
Jack Heath, Regional Councillor
Joe Li, Regional Councillor
Jim Jones, Regional Councillor
Keith Irish, Ward 1 Councillor
Alan Ho, Ward 2 Councillor
Reid McAlpine, Ward 3 Councillor
Karen Rea, Ward 4 Councillor
Andrew Keyes, Ward 5 Councillor
Amanda Collucci, Ward 6 Councillor
Khalid Usman, Ward 7 Councillor
Isa Lee, Ward 8 Councillor

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David Zambrano, Manager of Library Programs, Markham Public Library

Executive Leadership
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Community & Fire Services Commissioner – Brenda Librecz
Corporate Services Commissioner – Trinela Cane
Development Services Commissioner – Arvin Prasad

Project Consultants
Monteith Brown Planning Consultants

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EXECUTIVE SUMMARY

The 2019 Integrated Leisure Master Plan (ILMP) Update (2019-2031) is a long-range planning study for Markham's parks, recreation, arts & culture and library facilities and services. Its purpose is to identify current needs, service improvements and future facility provision strategies, consistent with the City of Markham's commitment to providing safe, accessible, and community-responsive services and facilities that appeal to a wide range of interests and abilities. Given that Markham is one of the fastest growing and dynamic communities in Canada, with 113,200 additional residents by the year 2031, timely short and long-range planning is critical to ensuring that facility and service provision that addresses the needs of the public coincides with the pace of development. This ILMP Update will guide planning for parks, recreation, arts & culture and library services and facilities to the year 2031, with a particular focus on the next five years.

A Fact-based Methodology That Works

The firm, Monteith Brown Planning Consultants (MBPC), was commissioned to guide the cross-Commission, multi-disciplinary Project Team, working closely with the Project Manager. MBPC has over 40 years of planning experience with a solid reputation as a provider of land use planning expertise to municipalities, major Canadian retailers, school boards, hospitals, land developers and community organizations. Some of MBPC's recent municipal clients included the City of Mississauga, City of Toronto, City of Vaughan, Richmond Hill Public Library, Town of Aurora and the Town of Oakville.

The following consultations and review of trends, benchmarks and data, such as demographics and progress made on the 2010 ILMP, were used to inform this Update:

- Engagement with City officials, Library Board members, City officials and staff;
- Stakeholder input sessions regarding areas of pressure (ice sports, racquet sports, sports fields);
- Further community input through an online survey;
- Trends in leisure services locally and across Canada;
- Benchmarking against comparable municipalities;
- Socio-demographic factors (current and forecasted), including age;
- Review of the City's past strategic studies and findings;
- Detailed assessment of the City's existing parks, recreation, arts & culture and library facilities, with consideration of their location, geographic distribution, AODA compliance and user patterns;
- Usage data and trends; and
- Current and anticipated development.

The update process included the preparation of a comprehensive needs assessment for parks, recreation, arts & culture and library facilities, including verification of the provision targets established in the 2010 ILMP. **The provision targets outlined in this document are consistent with neighbouring municipalities and customized to Markham's context. These targets are necessary to guide the delivery of services in order to achieve the**

Engaged, Diverse & Thriving City goal set out by the City of Markham Council. Recommendations and an implementation strategy were developed to identify the timing and other considerations for the sustainable provision of services to the public.

Building on the Successful 2010 Integrated Leisure Master Plan

As part of the process, it was a necessity and a good practice to review the status of the 2010 plan. We concluded that 77% of the recommended short-term actions have been completed or are in progress. Some notable deliverables were achieved, providing significant benefits to the community. Through the leadership of the City of Markham Council and its staff, two new major community centres (Cornell and Aaniin) and a regional sport centre (Markham Pan Am Centre), have been built since the approval of the first Integrated Leisure Master Plan in 2010. They were significant investments in the social infrastructure of Markham. Examples of other deliverables included the opening of over 90 new parks, completion of strategies such as the Older Adult Strategy, Culture Policy & Plan, Public Realm Strategy, Sport Development Plan and Public Art Program, and the creation of the Parks Renaissance Program to guide reinvestment in existing parks and open spaces. In almost all cases, provision of outdoor sports fields and amenities is in accordance to the provision targets recommended in the 2010 ILMP.

The Council approved ILMP provided staff with focus and direction, as illustrated by Mayor Frank Scarpitti's quote in 2009, and supported our effort in accessing funding from the provincial and federal governments. By expending the effort to develop and approve a strategic plan, the return on investment is generally greater efficiency and effectiveness in decision-making, including short and long-range resourcing discussions. Through lifecycle reserve models, Markham funds ongoing capital replacements and rehabilitation of existing assets to maintain heavily-used facilities and parks in "state-of-good-repair" while also ensuring compliance with regulatory changes such as the Accessibility for Ontarians with Disabilities Act (AODA). The positive results achieved by the 2010 ILMP confirmed the value and importance of keeping the ILMP updated.

> Markham's youth are vital to the future of our community – they are the leaders of tomorrow.
>
> If we wait five years to build facilities for them, children become teens and teens become young adults and we lose the opportunity to serve an entire generation of youth. What have they missed and what will be the consequences of this delay?
>
> We cannot wait any longer. The [2010] Integrated Leisure Master Plan will help the [City] respond to the leisure needs of all residents in a timely and efficient manner.
>
> *- Frank Scarpitti, Mayor of Markham, 2009*

A Changing City of Markham

Effective strategic planning requires an understanding of existing and emerging changes and trends that may affect service and facility needs. The most fundamental change occurred in the growth and demographics of Markham's population since 2010. Together, they have created a strong and growing demand for parks, recreation, arts & culture and library services. In the next 12 years, Markham's population is projected to grow by 113,200 people to reach 460,200 in 2031. Markham is emerging as a destination city with a robust economy and exceptional quality life.

In addition to the anticipated population growth, the 2019 ILMP Update process has been informed by the emergence of the following changes and trends:

- City of Markham continues to experience significant growth and development, resulting in substantive changes to built form and pressures to create communities that are 'complete';
- Social demographic shifts and changes have impacts on user needs and expectations, service planning and facility delivery, e.g., 'tsunami of seniors', aging in place, growing poverty and economic disparity, multi-generational living and demand for greater housing choices;
- In addition to new greenfield development, there is increased development of high-density, vertical neighbourhoods within intensification areas, such as the Markham Centre;
- Significant changes are anticipated to a number of provincial legislations that affect municipalities;
- Need to adapt and revitalize existing services and facilities to meet evolving user expectations in a timely manner;
- Informed residents with rising expectations demand changes in the use of parks, open spaces, arts & culture facilities, libraries and recreational activities, e.g., passive leisure activities, drop-in programs, dog parks and related facilities; and
- A desire for walking and biking infrastructure that connects communities, e.g., sidewalks, connected trails, bike paths.

The 2019 recommendations are intended to strengthen the network of facilities and social infrastructure distributed across the city and prioritize those investments over the next 12 years. New and enhanced facilities are also needed to address existing gaps and respond to growth and changes in demographics and user preferences. In order to meet current and future facility needs, the Plan identifies the need to revitalize and replace existing facilities and develop new and enhanced facilities.

Intensification Areas Require New & Innovative Service Delivery

The 2019 ILMP Update applied a policy lens to Markham's rapidly developing intensification areas of growth: Vertical growth changes the game. The shift from low-density suburban housing to high-density housing in intensification areas disrupts the provision models (based on population ratios) that have guided us in the past. For example, applying "suburban" population ratios for sports fields in intensification areas yields a quantum of hectares that far exceeds the active parkland achievable through the 2014 Official Plan. Early discussion on development will be vital to realizing co-location opportunities at the early planning stages of a new development. We envision a new facility model for these vertical communities that is adaptable, flexible **Neighbourhood Centre**. Accordingly, the challenges of providing parks, recreation, arts & culture and library facilities and services in "vertical" neighbourhoods call for new thinking and innovative strategies. This Update proposes innovative options for addressing these challenges and implementing the plan, focused on investing in the right facilities, at the right time and in the right places. It calls for a commitment to finding new and innovative ways of providing services – including partnerships developers and private sector operators, schools, community organizations and other service providers.

Implementing the 2019 ILMP Update

Recommendations can be found within Sections 6 to 11 of this document, complete with supporting rationale. Each recommendation has been assigned a preferred timeframe for initiation based on an assessment of need. The "timing" of major capital projects is generally synonymous with "priority", meaning that projects identified in earlier years should generally be higher priorities.

Implementation generally will be dependent on several factors, including the pace of population growth, funding options, land availability and partnerships, and capacity based on user patterns. In many cases, proposed timeframes are linked to the population forecasts approved by the Region of York; should these forecasts change, the Plan should be reviewed and adjustments made to the implementation strategy. The City will prepare business plans prior to developing or expanding major facilities to ensure that projects are aligned with community needs, facility capacities, partnership opportunities and financial capabilities.

Ontario's Bill 108, More Homes, More Choices Act, 2019, received Royal Assent on June 6, 2019. It allows municipalities to develop a Community Benefits Charge Strategy to offset the capital costs of growth-related facilities and services. We anticipate an approved 2019 ILMP Update will help Markham develops its future Community Benefits Charge Strategy.

Each recommendation provides value and, if properly implemented, will enhance Markham's overall quality of life and make the city a vibrant destination to live, work, play, learn, grow and belong.

1. ABOUT THE ILMP UPDATE

1.1 Introduction to the Plan

The City of Markham is committed to building high-quality parks, recreation, arts & culture and library systems for the enjoyment and wellbeing of its residents and businesses. Strong satisfaction levels have been achieved through consistent investment and strategic initiatives that respond to the needs of the community, in concert with growth and trends. Parks, recreation, arts & culture and library services continue to be a high priority for City Council, particularly as Markham prepares itself for additional population growth within the greenfield areas and intensified neighbourhoods. Markham's evolving urban structure, shifting demographics and changing community needs present many new challenges and opportunities that need to be considered as the City plans for the future.

The 2010 ILMP identified over two hundred recommendations that have successfully guided the City's investment and policy development in the areas of parks, recreation, arts & culture and library services. Given the success in implementing the 2010 ILMP and the variety of changes that have occurred in Markham, the time has come to update the plan.

> Markham Council takes pride in the previous Integrated Leisure Master Plan, approved in 2010. It was tremendously successful in expanding the city-wide network and reach of our community centres, libraries, parks, and arts and cultural facilities. These municipal services help us create a desirable Markham, which is key to our economic prosperity.
>
> We continue to take bold actions and embrace change, all for the good of Markham.
>
> Our work is not done. We will focus our 2019 plan on deepening the connections within our diverse and ageing community, while strengthening partnerships, and devising new and innovative social infrastructure and service delivery models to benefit all of our residents, including high-rise neighbourhoods.
>
> Together, we are building Markham. We are building our home.
>
> - *Frank Scarpitti, Mayor of Markham, 2019*

This 2019 ILMP Update will guide the City's provision of parks, recreation, arts & culture and library services and facilities to 2031. The Update sets the parameters for investment in the social infrastructure required to maintain Markham's enviable quality of life, making it a vibrant destination to live, work, play, learn, grow and belong.

The 2010 ILMP was the point of departure for the analysis phase of this project, as its recommendations have been reviewed and updated to reflect current circumstances and needs. This Update concentrated on targeted focus areas. This includes facility needs in areas where the City is currently experiencing pressure – such as arenas, sports fields and racquet courts – and facilities that will require greater emphasis and different approaches in areas of residential intensification – such as community centres, libraries and various park features.

The following **objectives** have been established to guide this Update:

1. Update the ILMP background study, including changes in inventories, demographics, emerging sports, activities and trends.
2. Ensure alignment with foundational studies and strategies, such as Building Markham's Future Together.
3. Seek community input through an online survey of residents regarding their leisure needs and priorities.
4. Undertake targeted stakeholder consultation with groups representing: arena sports; sports fields; and racquet sports, including pickleball.
5. Develop provision strategies, including innovative approaches.
6. Assess the implications of intensification and growth.
7. Update the 2010 ILMP recommendations and implementation timeline for specific areas, including:
    a. changes to park programming and design;
    b. provision standards for ice pads, cricket pitches, pickleball courts and baseball diamonds; and
    c. provision standards for library space and recommended facility strategy.
8. Prepare a final report that will guide future service, capital and financial planning efforts.

Scope of the ILMP Update

The scope of this Update is different from that of the 2010 ILMP in the following ways:

- This Update placed a greater focus on intensification areas for the delivery of parks, recreation, arts & culture and library services. Given the context of the 2014 Official Plan and the need to plan for Markham's current and future intensification areas (characterized by high-density, transit-supportive and mixed-use design), Section 10 of this Update includes recommended and innovative strategies for the provision of community services and facilities to meet the needs of residents living in vertical neighbourhoods.
- The 2019 Update focused on the target areas described above.
- The 2010 geographic boundaries of the ILMP Service Areas have not been changed for the purposes of this Update. Updating the boundaries to reflect population growth should be considered as part of the next update.
- The identification of detailed financial requirements and funding sources are outside the scope of the project. In light of the substantive changes proposed by the Provincial government, there is too much uncertainty on funding sources to complete a financing plan at this time. It is anticipated that this plan, if approved, will be used to inform and guide multi-year and annual financial planning, with more detailed analysis being completed at that time.

1.2 About Markham

The City of Markham is a municipality of nearly 350,000 residents centrally located in the Greater Toronto Area (GTA). Markham was incorporated as a City in 2012 and abuts the City of Toronto, City of Vaughan, City of Richmond Hill, Town of Whitchurch-Stouffville and City of Pickering. The City includes four historic communities: Markham Village, Milliken, Thornhill and Unionville.

Markham is a prosperous and dynamic community that continues to experience remarkable growth. Founded in the 1790s, Markham has evolved into a diverse community, enjoying a rich heritage, outstanding community planning and facilities and services, and a thriving local economy with an inspirational vision for the future. By providing exemplary leadership, Markham has developed a reputation for prudent fiscal management while continuing to enhance service levels to its residents through investment in state-of-the-art facilities, enhanced community planning, substantial infrastructure investment and the introduction of innovative green initiatives.

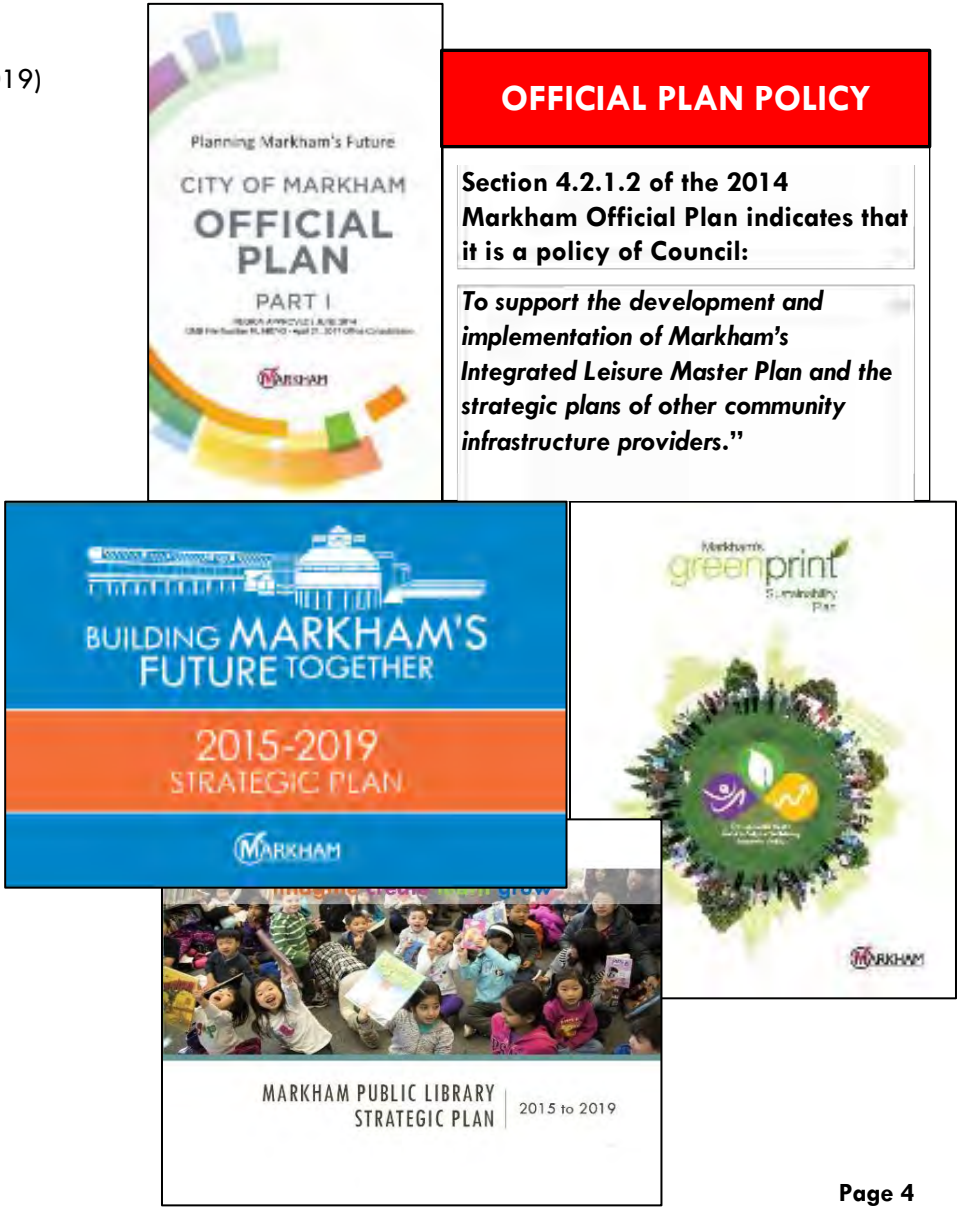
The unique characteristics of Markham, from having a deeply rooted heritage, combined with a progressive approach to government, has made it one of the best municipalities within the GTA for both residents and businesses alike. The diversity within the community has attracted more residents as the City continues to enjoy population growth. High-value businesses remain committed to their presence here and help towards creating a strong foundation for re-investment, aiding economic prosperity. As we move forward, Markham will maintain its commitments towards making the municipality an enviable and thriving region, as well as maintaining its hard earned and well-deserved reputation.

1.3 Alignment to City of Markham's Strategies

The recommendations of the 2019 ILMP Update are informed by relevant current City strategies and plans, including:

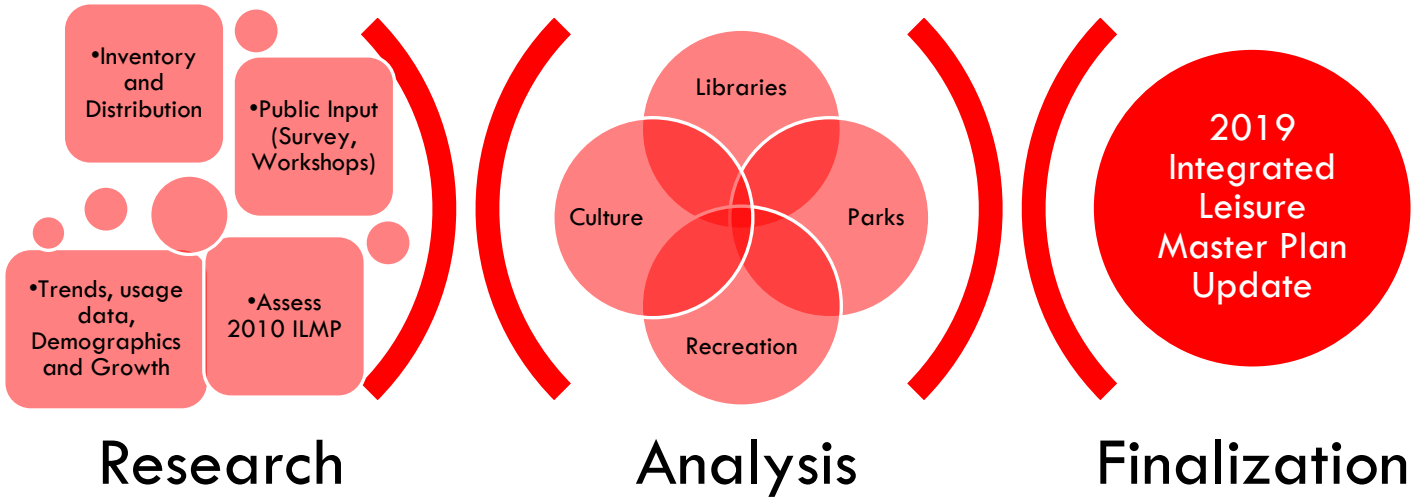
- 2020 Economic Strategy (2016 update)
- Asset Management Plan (2016)
- Building Markham's Future Together, Strategic Plan (2015-2019)
- Culture Policy & Plan (2012)
- Destination Markham (underway)
- Development Charges Background Study (2017)
- Digital Markham Strategy (2016)
- Diversity Action Plan (2010)
- Greenprint Sustainability Plan (2011)
- Library Strategic Plan (2015-2019)
- Lifecycle Reserve Study (ongoing)
- Official Plan (2014)
- Older Adult Strategy (2017)
- Parkland Dedication Report (2013)
- Parkland Provision Strategy (underway)
- Parks Renaissance Strategy (2016)
- Pathway and Trails Master Plan (2009)
- Public Realm Strategic Plan (2014)
- Sport Development Plan (2017)

Should this plan receive Council approval, other strategies and plans will undertake the necessary actions to align with this plan.



1.4 Our Planning Process

The 2019 ILMP Update was initiated in late 2017 and was undertaken in three stages:



Monteith Brown Planning Consultants was retained to assist with the ILMP Update. A Project Team consisting of representatives from the following service areas was responsible for developing the 2019 Integrated Leisure Master Plan Update:

- Community & Fire Services Commissioner's Office
- Economic Growth, Culture and Entrepreneurship
- Markham Public Library
- Parks & Open Space Development (Planning & Urban Design)
- Parks, Horticulture and Forestry (Operations)
- Recreation Services

Together, these departments will be responsible for the implementation of the approved 2019 ILMP Update.

Project Considerations

The 2019 ILMP Update makes use of provision targets that will help Markham identify and plan for new facilities and parks. These targets are based upon a combination of market-driven factors (such as demand, trends and demographics), public input expressing local desires and expectations, supplies in other municipalities, and the past and present conditions within the City. They are intended to be applied flexibly and may be modified over time to remain responsive to needs. Most provision targets are population-based (one facility per "x" residents). For more localized facilities to which residents expect to be able to walk or bike (e.g., playgrounds, waterplays, etc.), geographic distribution also becomes an important consideration. Assessing spatial distribution requires sensitivity, as each community exhibits direct socio-economic characteristics, built form, traffic patterns and expectations.

For years, Markham's built form has largely been low-density and automobile-dependent. Amenities have been distributed based on this model through the development of a network of larger, community-level facilities. However, residential intensification has led to changes in Markham's urban form. Many of these areas will be characterized by dense populations, high-rise buildings, mixed land uses, and access to transit and alternative transportation choices. In these areas, the reliance on the public realm to provide respite, accommodate gatherings and protect community identity is heightened. In some cases, existing community infrastructure within these areas will not be sufficient to accommodate new residents. Parks and community facilities are vital to community health and social connections, thus appropriate access is a necessity.

As a directional document, each recommended ILMP action will undergo further analysis or adjustments when it undergoes implementation. The timing and priority of most proposed capital projects are linked to expected participation rates and population forecasts. New information, changing trends, public input, partnership alignment, and the availability of land and funding all have the potential to influence priorities. Implementation of this report should be monitored regularly and the entire plan should be updated as part of a regular cycle.

1.5 Benefits of Leisure

High quality leisure facilities are essential to Markham's ability to offer efficient and responsive services that meet community expectations. Individuals, households and entire communities all benefit greatly from access to quality parks, recreation, arts & culture and library services. These benefits have been well documented and include (but are not limited to):

- Physical health and wellness benefits from participation in active endeavours.
- Intellectual and mental health benefits from access to information resources and lifelong learning opportunities.
- Social benefits from the engagement in meaningful community activities and interactions among residents.
- Environmental benefits from the provision of parks, trails, open spaces and connection to nature.
- Economic benefits from the attraction and retention of residents and businesses who are drawn to Markham's exceptional quality of life, in part due to the provision of parks, recreation, arts & culture and library services.

2. OUR ACCOMPLISHMENTS

The City of Markham has taken significant strides in implementing the recommendations established in the 2010 Integrated Leisure Master Plan. This section provides a summary of the status of the 2010 ILMP, including its key initiatives and achievements.

2.1 Key Initiatives and Projects

Notable achievements and initiatives undertaken by the City are highlighted below. This is not intended to be an exhaustive list.

Park and Facility Development

The City has shown its commitment to equity and innovation through several new facilities, including its investment in:

- Markham Pan Am Centre as a sport event destination - York Region's only 50-metre Olympic-sized pool
- Aaniin Community Centre & Library – leading edge, LEED Gold facility offering services from dozens of community service agencies and partners
- Cornell Community Centre & Library – received an Award of Excellence for Innovation from Parks and Recreation Ontario
- St. Roberts Indoor Soccer Dome
- Angus Glen Indoor Tennis Centre
- Markham Civic Centre Outdoor Skating Rink
- Over 90 new parks
- Accessibility Retrofits
- Renovation and expansion of Varley Art Gallery
- Opening of the Markham Museum's new Reception, Exhibits and Collections Building
- Acquisition of land for the future 101-acre sports park
- Creation of the Rouge National Urban Park
- Parks Renaissance Program – reinvestment in existing parks and open spaces to meet current standards and the diverse leisure needs

Strategy Development and Service Delivery

The City has also advanced and strengthened its strategies and its approach to service delivery of parks, recreation, arts & culture and library services. Since 2010, the completion and implementation of many of plans and priorities were achieved, in the following areas:

- 2014 Official Plan – parkland classification system and policies
- Culture Policy & Plan
- Flato Markham Theatre Strategic Plan
- Markham Museum Strategic Plan
- Markham Public Library Customer Service Revolution – won the Minister's Award for Innovation (Ontario Ministry of Tourism, Culture and Sport)
- Older Adult Strategy
- Public Art Policy
- Public Realm Strategy and Parks Renaissance Program
- Sport Development Plan – Markham in Motion Program
- Varley Art Gallery Strategic Plan

2.2 Status of the 2010 ILMP

The 2010 Integrated Leisure Master Plan contained 205 numbered recommendations. Of this, 110 recommendations[1] identified project-specific actions and 100 recommendations were best practices that provide overall direction on facility provision and design. The majority of the recommendations have been completed or are in progress. However, over time new options and pressures have emerged. The 2019 Update of the ILMP is intended to address such changes and provide a flexible road map that will guide us through future ongoing change and shifting directions in terms of community needs and priorities.

Of the 110 project-specific recommendations put forward in the 2010 ILMP, 95% were identified for initiation or completion between 2010 and 2019, while the balance are longer-term actions. Of the short-term actions that have reached the target timeframe, **77% have been completed** or are in progress. 23% or 24 actions have not been started for various reasons, such as resourcing, delayed growth, other priorities or a change in direction; all of these have been reviewed through this update.

NOTABLE 2010 ILMP ACHIEVEMENT

All the major facility priorities were achieved, including the opening of three major community centres (including a sport centre) within six years.

2010 ILMP Implementation to Date

Action (to date)	Project- Specific Recommendations	Percent
Completed / In Progress	81	77%
No Action / Further Review Required	24	23%
Total	**105**	**100%**
Timeframe Not Yet Reached	5	--

The status of the 2010 ILMP recommendations is documented in **Appendix A.**

[1] Six recommendations were subsets of one larger recommendation, thus there were a total of 210 recommendations in the previous ILMP.

3. COMMUNITY CONTEXT & TRENDS

This section outlines key growth and socio-demographic characteristics in the City of Markham that may impact the demand for parks, recreation, arts & culture, and library facilities and services. Social trends and broader market factors are then examined to develop a more complete picture of service delivery and infrastructure needs. In addition, this section provides a summary of the input received through public engagement activities.

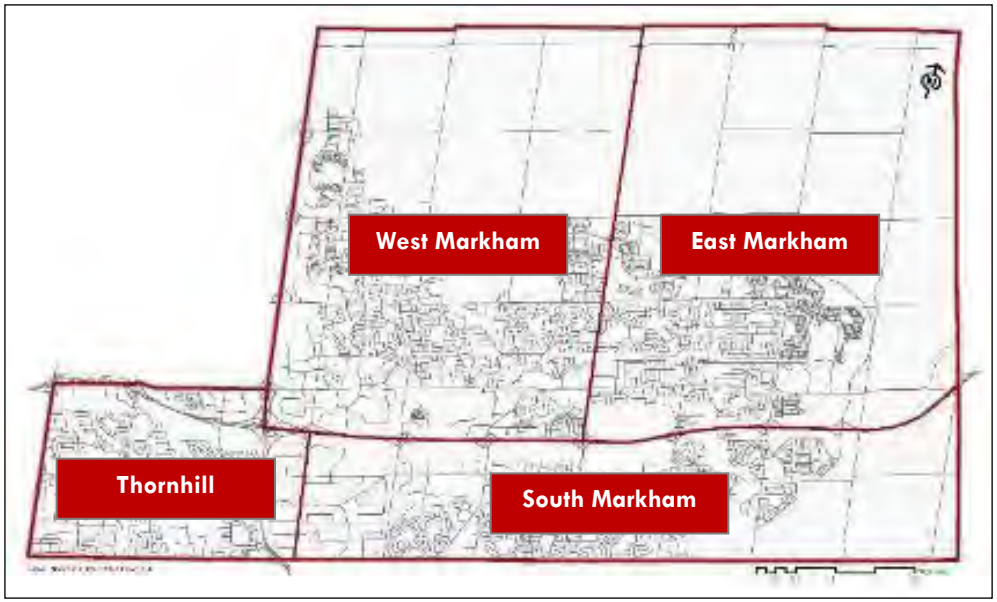
3.1 Population & Growth

Current Population

As the largest local municipality in York Region and one of the fastest growing in Ontario, Markham is a rapidly growing and maturing city. As of July 1, 2018, Markham had an **estimated population of 347,000**[2] and is forecasted to grow to 460,200 by 2031[3], an increase of 113,200 people (nearly 9,000 people per year for the next thirteen years).

Study Areas for the Integrated Leisure Master Plan

The 2010 ILMP divided the City into four study areas (Thornhill, South, East and West Markham) to allow for analysis to be undertaken at both City-wide and district levels in support of the principle of geographically equitable facility distribution[4]. These study areas have been defined by major physical barriers such as highways and/or historic settlement areas; most have boundaries that align with census tracts and/or regional traffic zones to improve the ease of data analysis. These study areas remain unchanged in this Update, although the City may wish to reassess their boundaries through the next ILMP Update process.



[2] York Region Population Estimates, July 1, 2018.
[3] City of Markham, Policy and Research Group, Development Services Commission, 2019
[4] The use of study areas is not intended to suggest that each area should contain the same service provision levels as the needs and capacities of each area are unique.

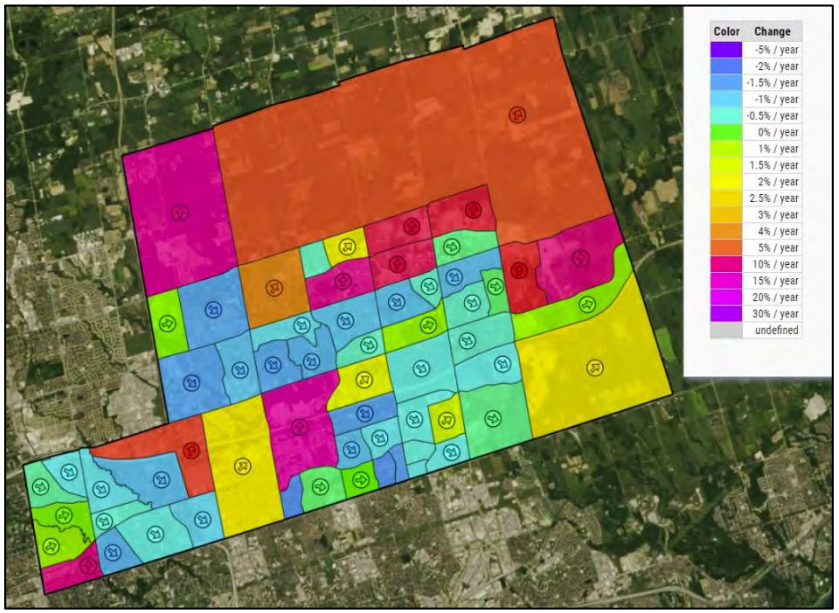
Data indicated that all study areas experienced population growth during the period from 2006 to 2016. The average increase was 26% or 67,391 additional residents. The West Markham and the East Markham study areas experienced the majority of the population growth, together accounting for 55,615 individuals or 83% of the increase.

Population Change by Study Area, City of Markham, 2006-2016 (not adjusted for undercount)[5]

Study Area	Change (2006-2016)	
West Markham	27,172	**36%**
East Markham	28,443	**48%**
Thornhill	3,342	**7%**
South Markham	9,477	**12%**
TOTAL	**67,391**	**26%**

Source: Statistics Canada, Census Data has not been adjusted for Census undercount. Totals may not add due to rounding.

This map illustrates the population change from 2011 to 2016. The areas experiencing higher rates of population growth are colour coded in dark orange, pink, red, or magenta hues. The majority of these colour occurred in the West Markham and East Markham study areas.



[5] Census undercount (also known as census undercoverage) refers to the number of Canadian residents not recorded in the Statistics Canada Census. In each census, despite census officials working hard to count the entire population on Census Day, some Canadian residents are missed and some are counted more than once. Statistics Canada adjusts official population estimates to include net undercoverage estimates (persons missed minus persons counted more than once).

Population Growth

The ILMP provides a means for the City to ensure that new community facilities are provided in a coordinated manner, aligned with growth and emerging needs. The City of Markham is forecasted to continue to experience strong levels of population growth both through intensification and greenfield development, guided by the 2014 Official Plan.

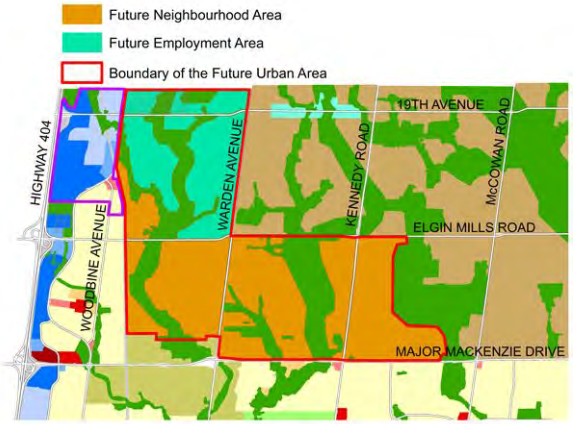
Markham is anticipated to continue its strong growth in intensification through development of Centres and Corridors, including Markham Centre and Langstaff Gateway (which are designated Provincial Urban Growth Centres):

- **Markham Centre** – the City is now planning for approximately 50,000 residents in this area (with a build-out beyond 2031), as well as potentially student needs associated with the York University Project[6]. The Markham Pan Am Centre is adjacent to this community, but this is considered a regional sport destination rather than a community centre/recreational facility serving the community. The City currently does not own land in Markham Centre for recreation or library facilities to serve future residents.
- **Langstaff** and Leitchcroft in the Thornhill Study area – These intensification areas will add substantial height and density to the northern part of the Thornhill Service Area. Langstaff's population at full build-out is forecasted to be at least 32,000. Additional intensification is also anticipated for Leitchcroft. However, the City does not currently have land for the parks, recreation facilities and libraries that will be required to meet the needs of future residents of these "vertical"/urban neighbourhoods.

Intensification will likely be in the form of high-rise apartments and condominiums. Secondary Plans are also underway in certain intensification areas, including Cornell Centre and Milliken Centre, which will guide further infill growth.

The development of North Markham Future Urban Area will be a major source of greenfield residential growth in the coming years. A conceptual master plan for the **North Markham Future Urban Area** was endorsed by City Council in September 2017. This area is intended to accommodate approximately 14,000 residential units (largely low-rise development) with a population of approximately 45,000 persons. New parks and community facilities will be required to serve this area. Secondary plans for this area will identify required parks and other community facilities, with guidance from the ILMP and other background studies.

North Markham Future Urban Area



Source: City of Markham

[6] Due to the cancellation of provincial funding for the York University Markham Campus, the status, timing and scope of a future campus in Markham Centre are unknown at the date of this Report.

The following population forecasts were prepared by the City's 2017 Development Charges Background Study. The forecasts are currently being updated as part of the Region's municipal comprehensive review (which will extend the forecast period to 2041) and through the update of secondary plans. These ongoing revisions will be captured and reported as part of the annual ILMP Update reporting cycle. The map on the following page provides the locations of the planned Intensification Areas and the North Markham Future Urban Area within the city.

Population Forecasts by Study Area, 2016 to 2031 (adjusted for undercount)

Study Area	2016 Population	2031 Population	Growth	Study Area Growth	Proportions		
					2016	2031	Growth
West Markham	111,400	181,000	69,600	**62%**	33%	39%	**58%**
East Markham	97,000	110,200	13,200	**14%**	28%	24%	**11%**
Thornhill	57,600	67,800	10,200	**18%**	17%	15%	**9%**
South Markham	74,500	101,200	26,700	**36%**	22%	22%	**22%**
Total	**340,500**	**460,200**	**119,700**	**35%**	**100%**	**100%**	**100%**

Source: City of Markham, Policy and Research Group, Development Services Commission, 2019.
Note: 2016 and 2031 population figures have been adjusted for Census undercount.

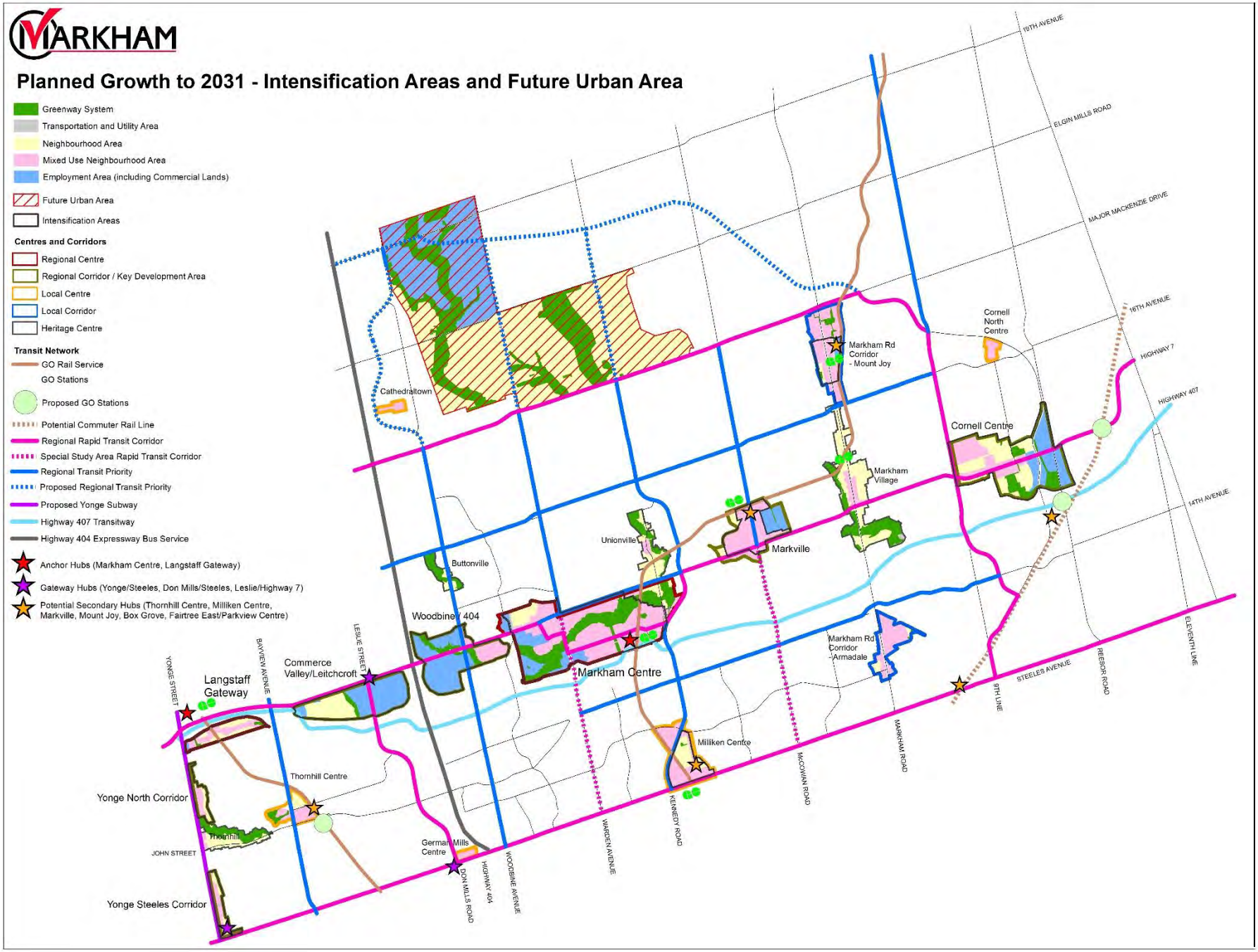
A compact urban form means that land for community facilities will be scarce and costly. Conventional thought suggests that young adults and older adults will be attracted to live in these denser communities due to factors related to mobility, employment, affordability and entertainment. However, evidence from intensifying communities suggests that families with children are increasingly living in high rises or vertical neighbourhoods.[7]

It is clear that new approaches for the provision of ILMP services and facilities need to be examined in intensification areas where vertical lifestyles predominate and families live in tall buildings. Preliminary analysis indicates that smaller housing units tend to result in higher levels of need for community space in the following categories:

- Play space (indoor and outdoor) for children living in housing units that do not include dedicated interior play spaces or backyards.
- Seating/study space for students of all ages to compensate for lack of study space at home, particularly in the case of small condo units.
- Social gathering and meeting space – "urban living rooms" for downtown populations, to serve as places for community interaction.
- High volume of dog ownership – residential buildings need to design their spaces with dogs in mind.

The characteristics of Markham's various communities are unique, as are their needs. As identified in the 2010 ILMP, it will be imperative to determine what and how to meet the needs for facilities and services in areas of urbanization and residential intensification. Nearly ten years later, the demands are on Markham's doorstep and substantial work remains. Opportunities may be presented through mixed-use developments, services embedded within condominium podiums, strata development, urban parks and privately-owned public spaces.

[7] City of Toronto. Growing Up: Planning for Children in New Vertical Communities. Draft Urban Design Guidelines 2017.


MARKHAM
Planned Growth to 2031 - Intensification Areas and Future Urban Area
Greenway System
Transportation and Utility Area
Neighbourhood Area
Mixed Use Neighbourhood Area
Employment Area (including Commercial Lands)
Future Urban Area
Intensification Areas
Centres and Corridors
Regional Centre
Regional Corridor / Key Development Area
Local Centre
Local Corridor
Heritage Centre
Transit Network
GO Rail Service
GO Stations
Proposed GO Stations
Potential Commuter Rail Line
Regional Rapid Transit Corridor
Special Study Area Rapid Transit Corridor
Regional Transit Priority
Proposed Regional Transit Priority
Proposed Yonge Subway
Highway 407 Transitway
Highway 404 Expressway Bus Service
Anchor Hubs (Markham Centre, Langstaff Gateway)
Gateway Hubs (Yonge/Steeles, Don Mills/Steeles, Leslie/Highway 7)
Potential Secondary Hubs (Thornhill Centre, Milliken Centre, Markville, Mount Joy, Box Grove, Fairtree East/Parkview Centre)
19TH AVENUE
ELGIN MILLS ROAD
MAJOR MACKENZIE DRIVE
16TH AVENUE
HIGHWAY 7
HIGHWAY 407
14TH AVENUE
STEELES AVENUE
ELEVENTH LINE
REESOR ROAD
8TH LINE
MARKHAM ROAD
McCOWAN ROAD
KENNEDY ROAD
WARDEN AVENUE
WOODBINE AVENUE
HIGHWAY 404
DON MILLS ROAD
JOHN STREET
YONGE STREET
BAYVIEW AVENUE
LESLIE STREET
Cathedraltown
Markham Rd Corridor - Mount Joy
Cornell North Centre
Cornell Centre
Markham Village
Markville
Unionville
Buttonville
Woodbine / 404
Markham Centre
Markham Rd Corridor - Armadale
Commerce Valley/Leitchcroft
Langstaff Gateway
Milliken Centre
Thornhill Centre
Yonge North Corridor
Thornhill
German Mills Centre
Yonge Steeles Corridor

Age of Population

Age is a significant factor in determining the types of services that are needed – younger age groups are inclined to participate in more physically active forms of recreation, while the propensity to participate in more passive activities tends to increase as a person ages.

Like most communities, Markham's population is aging – its median age has increased from 38.1 years in 2006 to 41.1 years in 2016 (the Region of York's median age was also 41.1 years in 2016). Further, 51% of Markham's population was 40 years of age and over, driven by 77% growth in the older adults over the last ten years. The City's younger age groups are still increasing in sheer numbers, but are representing smaller proportions of the City's population as time goes on. Notably, the City's youth population was the slowest growing age group in this Census period.

Population by Age Group, City of Markham, 2006-2016

Age Cohort	2006	2011	2016	Change (2006-2016)	
Children (ages 0 to 9)	29,580	33,745	36,140	6,560	22%
Youth (ages 10 to 19)	37,465	40,055	40,320	2,855	8%
Young Adults (ages 20 to 39)	70,980	78,745	83,405	12,425	18%
Mature Adults (ages 40 to 59)	83,400	93,540	97,870	14,470	17%
Older Adults (ages 60 and over)	40,150	55,615	71,225	31,075	77%
TOTAL	**261,575**	**301,700**	**328,960**	**67,385**	**26%**
Median Age	**38.1 years**	**39.6 years**	**41.1 years**		

Source: Statistics Canada, Census
Data has not been adjusted for Census undercount. Totals may not add up due to rounding.

Population by Age Group and Study Area, City of Markham, 2016

2016 Population	West Markham		East Markham		Thornhill		South Markham		TOTAL
Children (ages 0 to 9)	11,045	10.6%	11,500	13.0%	4,175	8.2%	9,420	11.0%	**36,140**
Youth (ages 10 to 19)	13,345	12.9%	11,275	12.7%	4,980	9.8%	10,720	12.5%	**40,320**
Yong Adults (ages 20 to 39)	25,450	24.5%	21,475	24.3%	12,300	24.3%	24,180	28.1%	**83,405**
Mature Adults (ages 40 to 59)	32,380	31.2%	26,550	30.0%	14,625	28.9%	24,315	28.3%	**97,870**
Older Adults (ages 60 and over)	21,555	20.8%	17,740	20.0%	14,570	28.8%	17,360	20.2%	**71,225**
TOTAL	**103,775**	**100%**	**88,540**	**100%**	**50,650**	**100%**	**85,995**	**100%**	**328,960**

Source: Statistics Canada, Census
Data has not been adjusted for Census undercount. Totals may not add up due to rounding.

Although detailed age cohort forecasts are not available for the City of Markham, it is anticipated that the aging of the population will continue. The City's Older Adult Strategy forecasted that the number of residents age 65 and over will increase by 123% between 2011 and 2026, compared to only 5% for youth (ages 0 to 24) and 16% for adults (ages 25 to 64).

Another information source to be considered are the age cohort forecasts prepared for York Region as part of the Provincial Growth Plan (see table below). These forecasts show continued growth in the older adult market, but more balanced growth across other age groups, particularly young adults and children. Based on this data, planning for the older adult community should remain a high priority for the City, while there will continue to be increasing needs within the growing child and young adult age groups.

Forecasted Population Change by Age Group, Region of York, 2016-2031

Age Cohort	Forecasted Change
Children (ages 0 to 9)	54% increase
Youth (ages 10 to 19)	10% increase
Young Adults (ages 20 to 39)	43% increase
Mature Adults (ages 40 to 59)	0% no change
Older Adults (ages 60 and over)	62% increase
TOTAL	**32% increase**

Source: Greater Golden Horseshoe Growth Forecasts to 2041. Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

Other Socio-Demographic Factors

Markham is Canada's most **ethnically diverse city** – 59% of its population is foreign-born and this percentage is increasing. 20,660 of Markham's residents immigrated to Canada between 2011 and 2016, representing 6.3% of the City's population. Many of these new Canadians import their traditions, including their interests in festivals and concerts, picnics and gatherings, sports such as soccer, badminton and cricket, and multi-lingual library materials.

Two-fifths (41%) of Markham residents most often speak a non-official language at home. One-tenth (10%) of Markham residents reported having no knowledge of either English or French, the highest in York Region (2016 Census). Top five non-official languages spoken at home include (2016 Census; residents speaking a single language most often at home): Cantonese (19%); Mandarin (12%); Tamil (3%); Persian (Farsi) (2%); and Urdu (1%).

Trends suggest that the proportion of immigrants will continue to increase.[8] The City is also witnessing a rise in temporary accommodations for international boarding school students. Depending on the prominent regions of immigration, ethnic diversity can have a strong influence on facility design and activity/program preferences, such as increasing demand for cricket and soccer, cultural events and family gatherings.

Parks, arts & culture, recreation facilities and libraries are safe and reasonably affordable spaces for gathering and community building and provide critical spaces that support newcomers and marginalized populations. However, it is noted that many newcomers face additional barriers to participating in recreation activities – past research indicates that 32% of children of immigrants participate in sports, compared with 55% of their Canadian-born counterparts[9]. Common barriers for newcomers are high costs, lack of time, difficulty navigating the system and transportation[10].

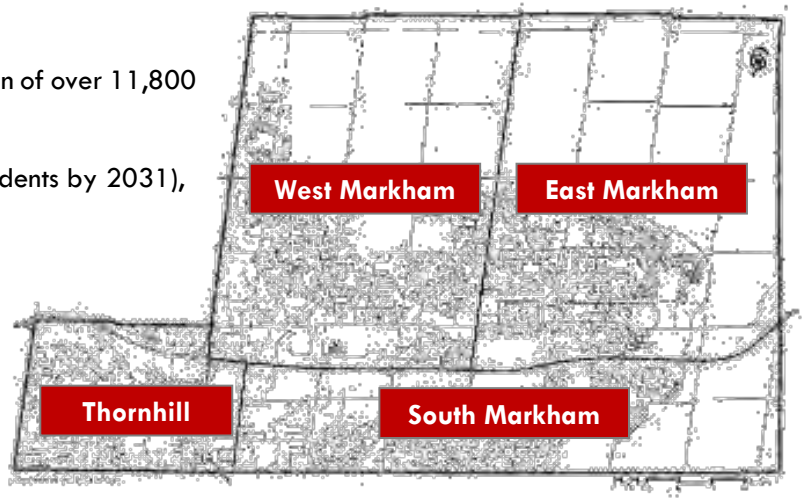
According to the 2016 Census, the median **household income** in Markham was $89,028 in 2015, lower than the Region ($95,776). However, the disparity between low- and high-income neighbourhoods across the City is notable, with lower-income communities in the south – the prosperity gap is widening, driven by factors such as escalating costs (including housing – 8% of Markham's households are multi-family) and precarious employment. 15% of Markham residents are in low income situations (based on the Low-income measure, after tax), including 18% of residents age 17 and under; this is higher than the Region (12% and 14% respectively). There are many people in the community with socio-economic challenges and Markham's leisure services provide critical supports to residents from all backgrounds.

Numerous studies have identified the many barriers that low-income families face in accessing leisure opportunities. In addition to the barriers identified for newcomers – high costs, lack of time, difficulty navigating the system, transportation – levels of access for low-income families may also be affected by lack of awareness of programs, parental mistrust, lack of knowledge about the importance of active lifestyles, a stigmatizing subsidy processes, transportation costs, equipment costs, and lack of places for both informal and structured activities.

[8] Forecasts regarding immigration status of Markham residents indicate that, as a percentage of total population, immigrants will increase from 56.94% in 2018 to 62.91% in 2028. *Source: Environics Analytics DemoStats Trends Report run on March 28, 2019.*
[9] Statistics Canada. 2005 General Social Survey. 2005
[10] Social Planning Toronto. Newcomer Youth Access to Recreation in Toronto. March 2016.

Summary of ILMP Study Areas

The following findings help to establish a profile for each of the ILMP study areas[11]:



West Markham

- second greatest population growth rate between 2011 and 2016 (13%, a gain of over 11,800 persons)
- highest average household income (Environics Analytics)
- highest growth forecast amongst the four study areas (69,600 additional residents by 2031), representing 58% of the City's growth

East Markham

- greatest population growth rate between 2011 and 2016 (18%, a gain of nearly 13,700 persons)
- highest proportion of children and youth (26%, ages 0-19) in 2016
- highest proportion of persons with a mother tongue language other than English or French (77%) in 2016
- lowest percentage of residents that identify as immigrants – 47% (Environics Analytics)
- lowest proportion of apartments, including duplexes – 9% (Environics Analytics)
- second lowest growth forecast amongst the four study areas (13,200 additional residents by 2031)

Thornhill

- highest proportion of older adults and seniors (36%, ages 55+) in 2016
- smallest household size (2.6 persons) in 2016 and lowest proportion of multiple family households (4%, Environics Analytics)
- lowest proportion of persons with a mother tongue language other than English or French (56%) in 2016
- highest proportion of apartments, including duplexes – 39% (Environics Analytics)
- lowest growth forecast amongst the four study areas (10,200 additional residents by 2031)

South Markham

- lowest population growth rate between 2011 and 2016 (11%, a loss of nearly 900 persons)
- highest proportion of young adults (28%, ages 20-39) in 2016
- largest household size (3.8 persons) in 2016 and highest proportion of multiple family households (16%, Environics Analytics)
- highest percentage of residents that identify as immigrants – 63% (Environics Analytics)
- lowest average household income (Environics Analytics)
- second highest growth forecast amongst the four study areas (26,700 additional residents by 2031)

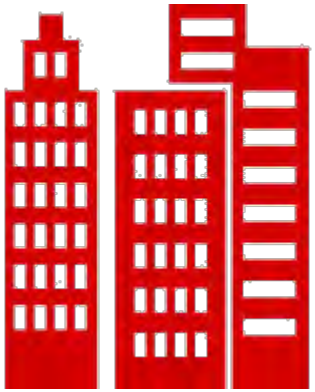
[11] Sources: Statistics Canada, 2016 Census; Environics Analytics, 2017

3.2 Trends & Best Practices

Effective planning requires an understanding of existing and emerging trends that may affect needs and demands. Building on the trends identified in the 2010 Integrated Leisure Master Plan, the list below identifies the high-level forces, trends and best practices that are influencing the way in which Markham's services and facilities are provided, now and into the future. Some represent broad, system-wide directions or movements affecting day-to-day operations and spanning various sectors. Many of these have widespread ramifications for the future of parks, recreation, arts & culture and libraries. Other trends, such as urbanization and population aging, are already starting to impact how facilities and services are being delivered. Some, such as climate change and physical inactivity, require a longer-term perspective, but are no less important.

The trends identified below are not intended to be exhaustive or to identify specific implications and responses for Markham, but rather to look at system-wide considerations that may touch on several service areas. Specific implications on the City's parks, recreation, arts & culture and library facilities and services are addressed in subsequent sections of this report.

Demographic and Social Factors



- Changing Urban Structure – Intensification and higher densities have created land scarcity and need for new service provision models
- Aging Population – Baby Boomers are now "Older Adults"
- Increasing Ethnic Diversity – Emerging Activities and Usage Patterns
- High Levels of Physical Inactivity and Obesity
- Busy Lifestyles – Convenience is Key
- Increasing Economic Disparity – Widening gap between 'haves' and 'have-nots'
- Equity for all – Accessibility and Inclusivity
- Surplus School Sites due to aging infrastructure, fewer children and families locating elsewhere

General Provision of Services and Facilities

- Emphasis on Community Partnerships and Resource Sharing
- Rising Demand for Alternative Funding Options
- Shifting Interests in Volunteering and Social Commitment
- Growing Emphasis on Accommodating Persons with Disabilities
- Informed Residents with Rising Expectations
- Demand for Placemaking and Engaging Public Spaces
- Use of Technology and New Customer Service Options
- Recognition of Cost Recovery Targets
- Increasing Segmentation of Customers

The Parks and Recreation Sector

- Growing Interest in casual, drop-in, passive and unstructured activities
- Emerging Activities (cricket, pickleball, picnicking, etc.)
- Increasing Requests for Affordable Programs and No Cost Activities
- Sport Training – Demand for Year-round Access, Support for Athletics and Competitions
- Community Hubs, Multi-use and Multi-generational Places and Spaces
- Need for Facilities for a Growing Population of Dogs
- Growing Interests in Events, Neighbourhood-based Options and Non-traditional Parkland Uses
- Environmental Awareness and Stewardship – Connecting with Nature and reducing environmental footprint

The Arts and Cultural Sector

- Rising Arts Attendance – Focus on High Quality, Value-added Programs and Events
- Recognition of Role in Creating Vibrant and Livable Communities
- Integrating Technology to Provide Engaging Educational Learning Experiences
- Contributing to a Growing Creative Economy and Culture of Innovation
- Recognition of Role in Animating Communities and Building Dynamic Business Environments

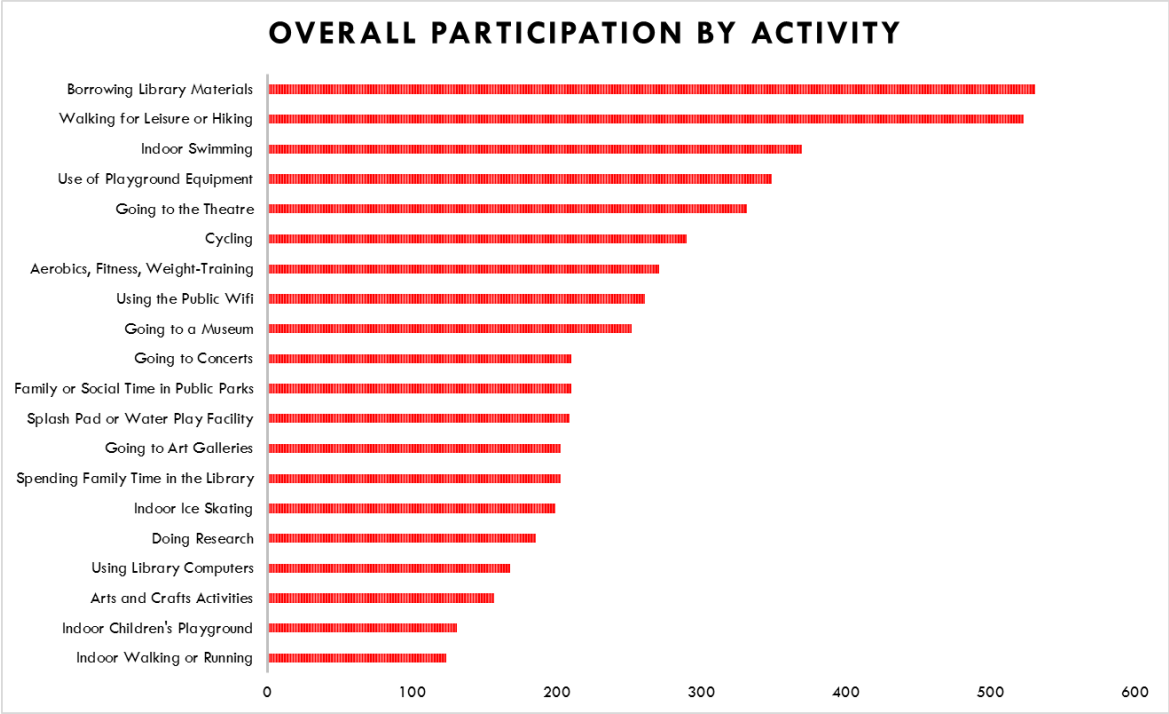
The Library Sector

- Emerging Technologies and Shift to Digital (But Traditional Library Activities are still Popular)
- Libraries as Welcoming "Third Places"
- From Consumption to Creation
- Focus on Customer Experience
- Growing Demand for Programs, Events, Lifelong Learning and Academic Support
- Extended Services – Self-serve, Outreach and 24/7 Access
- Co-location with Other Civic Facilities
- Focus on User-Friendly Designs and Amenities, such as Creation Zones and Study/Collaborative Spaces

3.3 Community Input (Online Survey)

A community survey was conducted online from March 20 to May 7, 2018 to gather input from residents on community needs and areas for improvement. Given that this was a self-administered online survey, the sample of the City's population is not random and therefore cannot be considered statistically significant. It has been taken into account when using the data to shape the recommendations. The survey respondents mirrored the evolving interests included in the **Key Challenges and Opportunities** section of this report. More specifically, survey responses indicated growing expectations of municipal resources as well as growing needs for informal use of parkland and library facilities as part of leisure opportunities.

Activities Participated in within the Past 12 Months, ILMP Survey (2018)



Overall, survey respondents participate in self-directed, independent activities that can be easily integrated into their busy lifestyles such as walking, playground use and cycling. They are avid users of similarly unstructured resources like fitness centres and libraries. They are cost-conscious and tend to participate in local programs and events in nearby facilities instead of for-profit activities by necessity. They are motivated to participate in leisure activities with their families and reported a tendency to participate more frequently in activities based on their family status, however, need more flexibility in their choice of activities. Similarly, they are trying to coordinate leisure and recreation activities around family life and are often frustrated when these activities do not occur on a schedule that aligns with their free time. They participate in leisure activities in City-owned facilities, parks and libraries or in their neighbourhood, however, feel that these facilities are often under-resourced to meet their needs and tend to be overcrowded. If given a choice, their resourcing would go toward making outdoor and indoor recreation resources more accessible with increased amenities such as ice pads and pools.

The results of the survey are summarized below. Detailed data are contained in **Appendix B**.

Summary of Participation Preferences and Barriers, Online Survey (2018)

	Parks and Outdoor Recreation	Indoor Recreation	Arts & Culture	Libraries
Top 5 Activities	1. Walking for Leisure/ Hiking 2. Playground use 3. Cycling 4. Family/Social gatherings 5. Splash pad/Water feature	1. Indoor Swimming 2. Aerobics, Fitness, Weight Training 3. Indoor Ice Skating 4. Children's Indoor Playgrounds 5. Indoor Running/Walking	1. Going to the theatre 2. Going to a museum 3. Going to concerts 4. Going to art galleries 5. Arts and crafts activities	1. Borrowing materials 2. Using the Wi-Fi 3. Spending family time at the library 4. Doing research 5. Using library computers
Top 5 Opportunities for Participation	1. Walking for Leisure/Hiking 2. Cycling 3. Outdoor Swimming 4. Outdoor Ice Skating 5. Outdoor Fitness/Exercise	1. Indoor Swimming 2. Aerobics, Fitness, Weight Training 3. Indoor Running or Walking 4. Indoor Ice Skating 5. Indoor Badminton	1. Going to the theatre 2. Going to concerts 3. Going to a museum 4. Going to art galleries 5. Art classes for adults	1. Participating in classes, camps and programs 2. Borrowing materials 3. Attending events 4. Spending family time at the library 5. Working/Using the library as a co-work space
Top 5 Barriers	1. Lack of time 2. Located too far away 3. Facilities not available 4. Overcrowded facilities 5. Lack of information	1. Times don't fit my schedule 2. Inconvenient hours 3. Lack of time 4. Facilities not available 5. Overcrowded facilities	1. Costs too much 2. Lack of time 3. Located too far away 4. Times don't fit my schedule 5. Lack of information	1. Lack of time 2. Times don't fit my schedule 3. Lack of information 4. Doesn't have the materials I want 5. Overcrowded facilities

3.4 Stakeholder Engagement (Workshops)

Workshops were used to engage key stakeholders on the key focus areas and create awareness of the ILMP. A total of three workshop sessions were completed in January/February 2018, with 23 organizations attending the following sessions:

- Ice Sport organizations (January 31, 2018);
- Sports Field organizations (February 1, 2018); and
- Racquet Sports organizations (February 15, 2018)

The purpose of the sessions was to provide a forum for targeted stakeholders to voice their needs and concerns, share experiences with like-minded individuals, and discuss priorities and opportunities to be considered within the ILMP. The discussions were facilitated by the consultants and summaries of the sessions were shared with invitees prior to finalizing the record of input. Key findings from the sport-specific stakeholder workshops are discussed in the topic-specific sections of this Plan and detailed notes are contained in **Appendix C**.

3.5 Internal Engagement

In early 2018, internal consultation sessions were facilitated with Members of Council, Markham Public Library Board and key staff. These sessions surfaced valuable and thoughtful insights regarding community trends and constituent needs. Feedback from these consultations has been considered and addressed within this report.

4. KEY CHALLENGES AND OPPORTUNITIES

Development of this Master Plan requires an examination of changes already taking place in Markham and elsewhere, as well as changes likely to impact municipal services and facilities in the coming years. The high cost of infrastructure and service delivery – balanced against the important benefits provided by parks, recreation, arts & culture and library services – require that they are planned and designed to meet both current and future needs.

Viewed through a socio-economic lens, the local challenges facing Markham are consistent with national challenges, such as access to education, access to transportation, the need for affordable housing, increasing rates of mental health issues, an aging-in-place senior population, and the need to be inclusive and celebrate diversity. But stresses and challenges in our community are also opportunities to be intentional and define our shared preferred future.

The community context, trends, public and stakeholder input, and document review provide several valuable insights into Markham's current state of facility and service provision. The observations address a variety of themes, including population and growth, provision and design, and evolving interests. The challenges and opportunities shown on the following page will have widespread ramifications for the future of parks, recreation, arts & culture and library provision in Markham. Some, such as intensification and changing demographics, are already starting to impact what and how facilities and services are being delivered. Others, such as climate change and physical inactivity, require a longer-term perspective, but are no less important.

Consideration of the implications of these challenges and opportunities has informed the analysis and recommendations provided in subsequent sections of this Report.

Challenges and Opportunities influencing the 2019 ILMP Update

Population & Growth

Greenfield Growth
Addressing needs in North Markham and other growth areas

Residential Intensification
Keeping pace and considering new models of provision

Changing Demographics
Responding to a population that is aging, more diverse, and concerned about affordability

Unique Communities with Unique Needs
Recognizing that resident needs may be different across the City

Potential Post-Secondary Presence
The development of a post-secondary campus would bring students to Markham Centre

Provision and Design

Parkland Acquisition
Adjusting to changing policies, park models and costs (alignment with related studies)

Community Hubs
Positioning Community Centres and Libraries, and working with others

Aging Infrastructure
Reinvesting and updating facilities to make them accessible, efficient and robust

Balancing Local v. Regional
Demand for both neighbourhood activities and multi-use district-level facilities

101-acre Sports Park
Establishing a strategy to address growing sports field needs

Rouge National Urban Park
Supporting the establishment of this unique national park, a great opportunity to connect with nature

Environmental Design and Climate Change
Designing facilities, including parks and amenities to be resilient and sustainable

Working with Others
New partnerships to create more shared uses and unique locations (developers, schools)

Funding
Exploring new implementation strategies and managing public expectations for costly infrastructure

Evolving Interests

Growing Expectations
Greater pressure on spaces and services, such as prime time access for older adults

The Evolving Library
Diversifying through digital resources, creation spaces and flexible services

Casual Use of Parks
Increasing demand for pavilions, washrooms, shade and age-friendly spaces

Emerging Activities
Rising interest in cricket, pickleball, drop-in activities, indoor sports and more

Sport Development
Mounting demand for year-round training and sport development (align with Sport Plan)

5. STRATEGIC FRAMEWORK

The achievement of vibrant neighbourhoods and complete communities requires quality community facilities and services. With growth and evolving interests, residents demand convenient access to parks, recreation, arts & culture and library facilities and services. By planning ahead, the ILMP contributes to individual and community wellness, goals that position Markham as a healthy city, a city of culture, and a knowledge and technology community.

Vision statements and strategic directions are important tools that can assist the City in decision-making and directing municipal investment.

Since the 2010 ILMP was prepared several key documents have been developed that offer additional direction to the planning, design and provision of parks, recreation, arts & culture and library facilities including Building Markham's Future Together, department-specific plans and sector-specific guidelines such as "A Framework for Recreation in Canada"[12]. Equity is a key principle embedded within these guiding documents and forms an important aspect of the assessment methodology used in this ILMP Update.

To provide a strategic foundation to this ILMP Update, this section reintroduces the mission statement and goals embedded within the 2010 ILMP, with slight revisions to align to current conditions and relevant goals and objectives from other guiding documents. They continue to remain valid and reflective of the City's priorities.

5.1 2010 ILMP Strategic Framework

The 2010 ILMP included a mission statement and several goals to assist the City in targeting resources and strategies that respond effectively to Markham's needs and priorities. Together, they represent areas where the collective and integrated efforts of parks, recreation, arts & culture and library staff – in concert with community partners and stakeholders – are needed to provide specific focus and targeted resources.

Mission Statement – 2010 ILMP

Markham's Parks, Recreation, Cultural and Library Services provide inclusive, accessible, safe, enjoyable and sustainable leisure, learning, sport, and cultural opportunities essential to vibrant places. This contributes to a quality of life that attracts and retains diverse and talented residents, supports a community-wide commitment to **lifelong active living and learning**, and **advances Markham's future prosperity** in the rapidly growing creative and knowledge-based economy.

[12] Canadian Parks and Recreation Association, 2015. https://www.cpra.ca/about-the-framework

Goals – ILMP Update

1. **Strategic and Sustainable Investment in Infrastructure**: To ensure an equitable distribution of service opportunities and facilities/open spaces, with a focus on both neighbourhood-specific and city-wide needs.
2. **Align Leisure Services with the Growth Management Strategy:** To align leisure services with Markham's Growth Management Strategy (to 2031) by planning for intensification through proactive strategies for service delivery and facility and open space provision.
3. **Adapt Approaches to Provision of Leisure Services in Intensification Areas:** Seek opportunities to create multipurpose flexible spaces within residential/office/retail buildings within growth centres and pursue shared uses with others such as schools.
4. **Economic Strategies for Markham – Focusing on the Creative Knowledge-Based Economy:** To align leisure services with the Markham Economic Strategy, reinforcing Markham's position as one of Canada's leading communities.
5. **Community Engagement and Outreach: Building Social Capital and Strengthening Neighbourhoods:** To strengthen neighbourhoods by building on existing leisure resources, unique identities, communication opportunities and partnerships.
6. **Placemaking:** To design public spaces that actively engage communities, invest in the public realm, and create a sense of place and belonging for Markham residents and neighbourhoods.
7. **Inclusion, Access and Equity:** To ensure full and equitable access to leisure services for all Markham residents.
8. **Maintain an Environmental and Sustainable Focus:** To align leisure services with Markham's environmental and sustainability strategies, focussing on sound environmental practices and the health and wellbeing of future generations.
9. **Collective Focus on Community Issues – Integrated Service Delivery:** To work together in addressing community issues through greater collaboration within and between Markham's departments and stakeholders.
10. **Service Excellence and Leadership:** To heighten organizational capacity and inspire innovation in leisure service delivery.
    a. **Recreation and Parks Programming & Service Priorities:** To enhance recreation and parks services through the provision of inclusive and accessible lifelong active living opportunities, with specific focus on physical activity and services for youth and older adults.
    b. **Continuous Improvement of Markham's Parks:** To strive to enhance the parks and trail systems that connect communities and provide green spaces that are central to community life.
    c. **Building on Markham's Strengths in Arts, Culture and Heritage:** To strengthen Markham's position as a creative community by enhancing and promoting arts, culture and heritage opportunities.
    d. **Libraries as Learning Places – where Markham's communities come together to imagine, learn and grow:** To focus library services on lifelong learning, literacy skills and inclusive community-building.

5.2 Building Markham's Future Together Strategic Plan

Building Markham's Future Together provides the blueprint for how Council and senior staff will make thoughtful decisions about the City's future to ensure its success.

Corporate 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.

Corporate 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

Goals and Strategic Objectives from Building Markham's Future Together 2015-2019 Strategic Plan:

1. Exceptional Services by Exceptional People
    - Improving customer service
    - Transforming services through technology and innovation
    - Strengthening organizational capacity and effectiveness
2. Engaged, Diverse & Thriving City
    - Increasing community engagement
    - Ensuring Markham is welcoming and inclusive
    - Promoting Markham as the best place in Canada to invest and locate knowledge-based industries
3. Safe & Sustainable Community
    - Managing our transportation and road network
    - Managing growth in Markham
    - Ensuring the reliability of the Corporation's services
    - Protecting and respecting our built and natural environment

4. Stewardship of Money & Resources
    - Ensuring a fiscally prudent and efficient municipality
    - Stewardship of the City's assets
    - Increasing transparency and accountability

The City of Markham is currently updating the Building Markham's Future Together Strategic Plan. The 2019 Integrated Leisure Master Plan is well-positioned to support the direction of the 2018-2022 Council term.

5.3 Other Notable Guiding Documents

Parks, recreation, arts & culture and library services are developed and provided within the context of an extensive web of local, municipal, provincial and federal laws, strategies, plans and reports. The recommendations contained in this ILMP Update have considered several key supporting documents, as well as the City's past approaches to facilities planning and the current funding environment.

A sampling of key Provincial and National frameworks that have provided direction to this ILMP Update include:

- A Framework for Recreation in Canada: Pathways to Wellbeing (2015)
- Canadian Sport Policy (2012) and Game ON – Ontario Sport Plan (2015)
- Charter for Recreation and Parks in Ontario (2009)
- Community Hubs in Ontario: A Strategic Framework and Action Plan (2015)
- Ontario's Culture Strategy (2016)
- Ontario Public Library Guidelines (2017)
- Ontario Trails Strategy (2005)
- Parks For All – Action Plan for Canada's Parks Community (2017)

6. PARKS SERVICES AND FACILITIES

This section contains an assessment of parkland and outdoor recreation needs extending to 2031, when the City's population is forecasted to reach 460,200 residents. The analysis generally adheres to the methodology established in the 2010 ILMP and has been influenced by public and stakeholder input, recent City initiatives, emerging trends and new demographic data. Where possible, provision targets reference per capita metrics as the city's actual population (not housing units) directly influences demand for parks, recreation and cultural programs and facilities.

The City is responsible for the maintenance of over 350 parks and open space properties totalling more than 1,900 hectares and containing hundreds of park assets and recreational amenities. According to the City's 2017 Asset Management Plan, park infrastructure has a replacement cost of $123 million (2017$s) and represents approximately 1.5% of the City's total infrastructure portfolio.

'Parks' refers to all active, passive and natural lands owned or maintained under the authority of the City of Markham and for public recreational use, containing facilities such as sports fields, playgrounds, historic monuments, trails, open space, etc. For the purposes of this Plan, the focus is on the assets managed by the Operations Department (Parks, Horticulture and Forestry Division) and the Recreation Services Department.

All inventory information has been provided directly by the City and is understood to be accurate to year-end 2018. The inventory includes City-owned facilities and those that are under municipal control, such as permitted school assets (which may change from year to year). Inventory management has improved considerably in recent years, thus not all facility types may be comparable to figures included in the 2010 ILMP. Maps showing the location of municipal facilities, including sports fields and park amenities are contained in **Appendix D**.

A Note about "Recommended Provision Targets": As described in Section 1.4 (Planning Process), the 2019 ILMP Update makes use of provision targets that are based upon a combination of market-driven factors (such as demand, trends and demographics), public input expressing local desires and expectations, supplies in other municipalities, and the past and present conditions within the City. All provision targets are generally consistent with those used in other municipalities across the Greater Toronto Area.

Inventory of Outdoor Recreation Facilities and Amenities (as at Year-End 2018)

Facility Type	2010 Supply	2018 Supply	Location	Current Population Ratio (2018)
Soccer Fields*[13] Artificial Turf Major lit** Major unlit Minor/Mini	**108 (112.5)** 0 9 (13.5) 41 58	**117 (129.5)** 4 (12) 9 (13.5) 47 57	Artificial Turf: Bill Crothers SS (2), Mount Joy, St Robert CHS Major Lit: Berczy North, Bill Crothers SS, Bishops Cross, Centennial, Gordon Stollery, Huntington, Milliken Mills HS, Milliken Mills, St. Brother André CHS Others: Located at a total of 71 parks/ schools	1 field per 2,700 residents; 1 field (ULE) per 81 participants
Ball Diamonds* Major lit** Major unlit Minor unlit	**70 (80)** 20 (30) 19 31	**60 (71)** 22 (33) 24 14	Major lit: located at a total of 16 parks Major unlit: located at a total of 23 parks Minor unlit: located at a total of 12 parks # of school diamonds	1 field per 4,900 residents; 1 field (ULE) per 115 participants
Cricket Pitches	**3**	**3**	Yarl Cedarwood Park, McCowan Reservoir (2)	1 pitch per 115,700 residents
Rugby Field	**1**	**1**	Austin Drive Rugby	1 field per 347,000 residents
Tennis Courts Public lit Public unlit Club	**59** 14 12 33	**61** 15 16 30	Public lit: located at a total of 6 parks Public Unlit: located at a total of 8 parks Club lit: located at a total of 6 parks	1 court per 5,700 residents
Basketball Courts ½ court Full court***	**19 hoops** 7 6 (12)	**34 hoops** 14 10	½ courts: located at a total of 14 parks Full courts: located at a total of 10 parks	1 court per 10,200 residents (all ages); 1 hoop per 1,200 youth (ages 10-19)

[13] Regarding Soccer Fields, the numbers in brackets express the extended use potential of Lit Fields compared to Unlit Fields, i.e., Lit Fields = 1.5 equivalent to (1) Unlit Field.

Facility Type	2010 Supply	2018 Supply	Location	Current Population Ratio (2018)
Playgrounds	**119 locations 159 features**	**155 locations 207 features**	Located at a total of 155 parks	1 location per 2,200 residents; 1 location per 235 children (ages 0-9)
Outdoor Fitness	**n/a**	**20**	Located at a total of 20 parks	1 location per 17,400 residents
Waterplay Features	**15**	**27**	Located at a total of 27 parks	1 location per 12,900 residents; 1 location per 1,450 children (ages 0-9)
Outdoor Swimming Pools	**2**	**2**	Morgan Park, Rouge River CC	1 pool per 173,500 residents
Skate Parks Major Minor	**1** 1 0	**6** 1 5	Major: Markham Skate Park Minor: Berczy South, Gordon Stollery, Greensborough Williamson, Ray Street, Saddlecreek	1 park per 57,800 residents (all ages); 1 park per 6,700 youth (ages 10-19)
Off-Leash Dog Areas	**1**	**2**	Miller Avenue Off Leash Dog Park, Huntington Park	1 area per 173, 500 residents
Outdoor Ice Rinks (artificial)	**1**	**1**	Markham Civic Centre	347,000 residents

Notes: *Includes permitted school fields: 5 minor ball diamonds, 3 artificial turf fields, 3 major lit soccer fields, 13 major unlit soccer fields and 2 minor soccer fields.
**Lit fields are counted as 1.5 unlit equivalents (ULE) due to extended playing hours available. Artificial as 3 unlit equivalents (ULE).
***Full courts are counted as two ½ court equivalents for consistency in comparison.
****For intensification areas, further review and interpretation will be required to properly apply the provision target in the context of urban built form.
Population Estimate = 347,000 (July 1, 2018)

6.1 Parkland Policy & Provision

Markham's parks and open spaces are a vital component of the City's structure and overall public realm. They contribute to leisure and recreation opportunities, connected and complete communities, nature appreciation, and distinctive character of the City. To ensure sufficient parks and open spaces are delivered to meet the needs of existing and future residents, developments must continue to be planned in a comprehensive manner, ensuring an equitable distribution of parks and open space, and keeping pace with growth.

The City of Markham currently maintains a supply of nearly 489 hectares of Active Parks, for an average level of provision of **1.41 hectares per 1,000 residents**. This is supplemented by several hundred hectares of municipal Open Space, as well as lands owned by schools (many of which provide sports fields for community use), the conservation authority and other public institutions. The following table summarizes the supply of active parkland as described at right.

For the purposes of the 2019 ILMP Update:

"Active Parks" or "**Active Parkland**" refers to all lands owned, leased and/or managed by the City and classified as Destination Parks, City-Wide Parks, Community Parks and Neighbourhood Parks. Active parkland typically consists of tableland suitable for the development or installation of built recreational amenities (such as sports fields, playgrounds, courts, etc.) that may be used for both organized and unorganized activities, although these parks may also incorporate natural features.

"Open Space" refers to sites with no to low development potential and are primarily designated for purposes such as environmental protection/conservation, stormwater management, buffers, etc. Open space lands are not a direct focus of this plan. While the City may choose to assume open space lands, they should not generally be accepted as part of the parkland dedication requirements.

Active Parks Supplies by Study Area (2019)

Study Area	Active Park Area (ha)	Active Park Provision Level (2016 pop.)
West Markham	132.2	1.19 ha / 1,000
East Markham	140.0	1.44 ha / 1,000
Thornhill	78.9	1.37 ha / 1,000
South Markham	137.7	1.85 ha / 1,000
City-wide (2018)	**488.8**	**1.41 ha / 1,000**

Inventory Source: Parks Operations (2019). Parks include parcels categorized as Park, Parkette and Strata Park.
Note: Study area population source is 2016 Census, adjusted for undercount. City-wide population source is Region of York estimate (July 1, 2018)

While the City's current supply of active parkland is 1.41 hectares per 1,000 residents, it is recognized that this supply is enhanced by **school properties that provide sports fields for community use** – fields that the community would otherwise look to the City to provide if they were not available. If these school fields were considered alongside the City's public active parkland supply, the current level of provision would rise to 1.54 hectares of active parkland per 1,000 residents.

The 2010 ILMP recommended an active parkland provision target of 2.2 ha per 1,000 residents to secure sufficient land for outdoor park and amenities, whereas the City's 2014 Official Plan (under appeal) states that "the City will seek to exceed a minimum provision of 1.2 hectares of City Parks per 1000 persons…Where Markham communities fall short of active and passive parkland targets as established in the Integrated Leisure Master Plan, these areas will be considered priority areas for additional public parks and open space acquisition and improvements." (Policy 4.3.5).

On their own, current and proposed parkland dedication tools and funding mechanisms are insufficient for meeting all parkland needs and could lead to declining parkland provision rates across the province. It is becoming more complex and costly to secure quality parcels for parkland within new higher intensity forms of development. Intensification generates less parkland per capita than traditional greenfield development, making it very difficult to accommodate the desired sports fields and other recreational activities residents have come to expect. With more people and less active park space per capita, our existing parks will also feel the pressure and require additional maintenance, repair and revitalization.

OFFICIAL PLAN AND THE ILMP

"It is the policy of Council…to support the implementation of Markham's Integrated Leisure Master Plan by ensuring that the standards for the provision of parkland are met or exceeded and that parkland facilities are sufficient to meet or exceed the needs of projected residential populations."

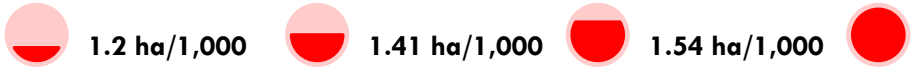
- City of Markham Official Plan policy 4.3.1.3 (under appeal)

In addition, several parkland policy changes and evolving land economics have affected parkland dedication in Markham since the 2010 ILMP was prepared and more have recently been proposed through changes to the Planning Act under Bill 108. The implications of these changes are currently being assessed; however, it is evident that the City's ability to secure sufficient active parkland supplies through the development process is becoming more challenging.

A high-level projection of future active parkland requirements was completed based on the outdoor facility needs recommended in this 2019 ILMP Update. To accommodate the required parks and related amenities recommended in this Plan, it is estimated that **a minimum of 190 hectares of new active parkland (tableland) will be required by 2031**. With forecasted growth of 113,200 persons by 2031, this translates into a ratio of **1.7 hectares per 1,000 residents**. This assessment is based on the application of dimensions and grossing factors to account for playout spaces, support amenities (e.g., parking, etc.), setbacks and buffers, and unallocated open space, as well as a small adjustment to account for unanticipated amenities and un-programmed space. Other providers, such as schools, may assist in meeting a portion of this demand. However, school closures and reductions in schoolyard size are threats to the long-term availability of existing and new sports field sites. The pressure for additional municipal parkland provision – particularly to satisfy the parkland needs associated with sports and active recreation – is growing.

As a basis for comparison, a review of actual provision rates for active parkland in selected communities[14] finds an **average of 2.0 hectares per 1,000 population across the GTA**, though there are indications that per capita supplies are declining. As for established provision targets within this comparator group, these range from 1.2ha/1,000 (Mississauga) to 2.2ha/1,000 (Oakville) – the median is 1.6ha/1,000 (Brampton). While these communities are also facing increased pressure to meet their demonstrated parkland needs, all have established targets at or above the minimum rate prescribed in Markham's 2014 Official Plan (1.2ha/1000).

City of Markham Active Parkland Per Capita Ratios



1.2 ha/1,000
Minimum Provision Target in Markham Official Plan (2014)

1.41 ha/1,000
Current Markham Provision Rate - municipal parks only

1.54 ha/1,000
Current Markham Provision Rate - municipal parks and permitted school fields

1.7 ha/1,000
Forecasted Needs to meet Park Facility requirements identified in 2019 ILMP

These findings support an increased provision of active parkland – in the range of 1.7ha/1000 residents – to serve existing and future residents. To achieve this range, further discussion is needed to identify other opportunities in addition to the minimum provision target set out in the Markham Official Plan (2014). By setting appropriate per capita targets, the City can establish tools and policies that ensure a sufficient supply of active parkland that addresses the needs of current and future residents of all ages. An equitable distribution of parks is critical to developing complete and walkable communities and a range of park types is necessary to respond to the wide variety of needs and urban forms across Markham.

We must maximize all opportunities to provide a quality parks system for Markham residents. While the changing policy landscape has impacted approval of specific policies in Markham's Official Plan (the Official Plan's parkland dedication policies – including but not limited to Section 4.3 – are under appeal), it has prompted the City to undertake additional study and justification. As recommended in the 2010 ILMP, the City is currently preparing a Parks and Open Space Acquisition, Design and Implementation Study. The study will take into account recent changes to Provincial legislation and develop a parkland deficiency and acquisition analysis to guide future policies and priorities. It is anticipated that additional options for addressing the gap between active parkland supply and provision will addressed through this work. Alignment with the ILMP is critical as both reports will become long-term planning documents for the City.

[14] The comparator group includes Mississauga, Brampton, Richmond Hill, Oakville and Vaughan as each of these communities has recently completed and approved Parks/Recreation Master Plans.

Recent and ongoing park development projects and programs may also influence how the City achieves its parkland goals. These include:

- Rouge National Urban Park – The creation of the Rouge National Urban Park (RNUP) across the watershed of the Rouge River, and including hundreds of hectares of land along the City's eastern perimeter, presents an exceptional parkland amenity for current and future Markham residents. As a large and unique Destination Park (see Section 4.3.3 of the Markham Official Plan), attracting residents from across Markham and the Region, the RNUP will provide uses and opportunities not typically provided by City Parks, such as long-distance hiking/jogging/dog-walking, trail biking, fishing, bird-watching, nature observation, camping and canoeing. The RNUP Management Plan includes public activity areas that support family gatherings and group picnicking, as well as community, cultural, artistic and recreational events. The ILMP Survey found that "walking for leisure or hiking" and "family or social time in public parks" are among Markham's most popular leisure activities, and the RNUP will provide outstanding opportunities for these activities. However, the RNUP should not be viewed as compensating for the parks and open space facilities and services that would otherwise be required under the Planning Act as City Parks.

Rouge National Urban Park

- 101-acre Sports Park – The 2010 ILMP found support for the acquisition of a large sports park both for sports tourism and to address the needs of intensified areas where sports fields would be difficult to provide. The provision of a large multi-sport destination park would enable the City to meet a portion of existing and future sports field needs (e.g., soccer, cricket, rugby and/or baseball) and bridge gaps created through intensification. This land has been acquired (Warden Avenue, north of Elgin Mills Road – adjacent to North Markham Future Urban Area), but the project is on hold pending further assessment. The strategy of land banking and planning ahead for large-scale needs is appropriate and should be continued wherever possible.
- Surplus Schools – The City has recently purchased two surplus school properties for park purposes and additional opportunities may be presented in the future.
- Expedited Park Development Program – Since 2014, the City set a goal to expedite the delivery of parks with the goal of providing residents access to parks as soon as possible after they move into a new community. Despite these efforts, the timing of park development continues to be a challenge commonly raised by the public.

Recommendations

Recommendation	Recommendation Status	Timing
#1. Acquire **active parkland** at the maximum applicable rate as permitted by the Planning Act, via the City's implementing documents. The City should continue its practice of not accepting environmentally significant lands or hazard lands as part of parkland dedication requirements.	New	Ongoing

Recommendation		Recommendation Status	Timing
#2.	Explore **acquisition and non-acquisition based options** if available parkland dedication tools are insufficient to achieve parkland requirements. This may include, but not be limited to: options available through current planning policies or the Planning Act, land purchases (including land banking; e.g., surplus schools, greenfield areas, etc.), land exchanges, conservation easements and land trusts, partnerships (e.g., long-term land leases, joint-use agreements, use of Hydro corridors, etc.), privately-owned publicly accessible spaces, specific Council-approved usage of Section 37 monies, donations, etc.	New	Ongoing
#3.	In areas of **residential intensification**, evaluate existing parks, open space lands and other municipal properties in the area for their potential to accommodate the needs of the additional residents.	New	Ongoing
#4.	Develop policies and guidelines to prioritize **on-site parkland dedication** and ensure front-end acquisition and build out of parkland in intensification areas.	New	Ongoing
#5.	Work across City Departments to establish and maintain a single **database of active public parks and open space properties** in Markham for the purposes of planning, operations and life cycle management. Identify clear roles and responsibilities and develop and implement protocols and responsibilities for updating the database on an ongoing basis.	New	Ongoing
#6.	Support the achievement of the goals and objectives of the **Rouge National Urban Park** initiative, with a particular focus on securing access and promoting its benefits to Markham residents.	New	Ongoing
#7.	Enhance City-wide **east-west connections** to the Rouge National Urban Park (RNUP) and coordinate Markham's trail networks and bike lanes to enable **easy access to the RNUP gateways and trails** from adjacent neighbourhoods.	New	Ongoing
#8.	**Facilitate direct trail links and better transit** service to Rouge National Urban Park access points, most particularly park welcome areas.	New	Ongoing
#9.	Actively seek to establish **in-park programming and activities** with the Rouge National Urban Park and partner with organizations such as newcomer and settlement agencies and community organizations.	New	Ongoing

Recommendation	Recommendation Status	Timing
#10. Collaborate with **school boards** to identify opportunities to work together in the maximization of existing sites and planning of future park/school campuses, with appropriate adjacencies.	New	Ongoing

6.2 Park Design & Programming

The City of Markham's parks are vibrant, high quality and well designed spaces that respond effectively to the changing needs of residents. In recent years, the City has placed an emphasis on the development of casual, unstructured use amenities such as skate parks, waterplay features, tennis and basketball courts, as well as a gradual shift toward an urban park level of service[15]. Increasingly, the City is designing services and facilities for people of all ages – this includes improvements relating to elements such as shade, seating, pathways, washrooms, open spaces and multi-use amenities.

In terms of who does what, Markham's new parks are constructed by Markham's Urban Design Group (Development Services Commission). They are managed by the Parks, Horticulture & Forestry Division (Community and Fire Services Commission), ensuring their stewardship through maintenance, asset management, forestry care, upgrades as they age and resident engagement. Collectively, these two departments work together on the planning and design of new parks.

In 2016, a Parks Renaissance Strategy was prepared that builds on the principles from Shared Places, Our Spaces – Markham's Public Realm Strategy, as well as the urban design and sustainable development policies in Markham's Official Plan. The focus of this program is on renewing older parks in the City, as well as engaging the community in the identification of park enhancements. The Parks Renaissance Strategy contains a framework and guiding principles for the re-imagination and reinvestment in Markham's parks and open spaces to meet current standards and diverse community needs. An implementation program has been initiated that has led to park improvements through "light touches" that represent the needs of changing neighbourhoods. Further improvements will be developed based on community feedback and continued evaluation. It should be noted that any identified projects that exceed the criteria for Parks Renaissance funding will require independent funding complete with the resources to plan, develop and execute.

Parks Renaissance Strategy Guiding Principles

- Inclusivity / Diversity
- Connected
- Innovative & Beautiful
- Responsive
- Sustainable
- Flexible
- Fiscally Responsible

Compared to past generations, park users today are seeking more choice and better quality amenities and experiences. As the quality of park amenities increases, so too does the cost to build and maintain them. Residents are requesting parks that contain a greater number and variety of hardscape surfaces that can withstand more intense use (e.g., paved pathways), extended use facilities (e.g., lit and artificial turf sports

[15] However, it should be noted that park service levels are Council-approved. An urban service level requires approximately substantially more funding on a per hectare basis than non-urban service levels.

fields), and higher cost amenities (e.g., washrooms[16], skate parks, waterplay pads, fitness equipment), all of which are leading to higher park construction and maintenance costs. Modifications to make parks more physically accessible for persons with disabilities – an objective supported by the City – also puts pressure on budgets and lifecycle programs.

Variety and creativity in park design are important as it encourages unique spaces that foster a sense of place and community pride. However, this too can have an impact on costs due to enhanced design features, use of non-traditional materials and challenges in securing replacement parts. Some level of standardization in park design and development is required to ensure consistency with Markham's quality assurance guidelines and branding. Standardization will also ensure equitability across the City and support efficiencies in pricing during equipment replacement.

The 2010 ILMP recommended that the City enhance programming and 'animation' of parks to maximize their use (e.g., unstructured uses, special events, activities for all ages, etc.). This concept was further defined and guided by the Public Realm Strategy and Parks Renaissance Program. Continued implementation of these strategies is important to engaging the community and supporting the active and passive use of parks through a neighbourhood-based approach.

The following objectives should be used to guide the design of new parks and reinvestment in existing parks:

- Incorporate spaces and amenities encouraging physical activity, wellness and informal use opportunities for people of all ages (as envisioned by the Markham Older Adult Strategy).
- Consider the needs of a diverse and aging population through the provision of, washrooms, seating, pathways, picnic areas and pavilions, etc. (shade structures with seats were by far the most requested amenity through the surveying completed by Park Renaissance engagement in 2017.
- Preserve and emphasize natural, cultural and heritage environments, including interpretive content.
- Follow accessibility legislation and guidelines to accommodate persons with disabilities.
- Apply CPTED (Crime Prevention Through Environmental Design) principles.
- Promote designs that encourage sustainable maintenance practices.
- Incorporate native and drought resistant vegetative features that are biologically robust.
- Utilize materials that are durable and mindful of future maintenance requirements, and consider the total cost of ownership.
- Seek innovative and engaging initiatives that encourage naturalization and environmental stewardship.
- Encourage public art in the development of new urban parks.
- Encourage active transportation connections and a linked open space system.

[16] A note about public washrooms in parks: Current park policies limit washroom facilities to community and destination parks. Provision of washroom facilities in other types of parks would require Council approval and associated funding.

Recommendations

Recommendation		Recommendation Status	Timing
#11.	Continue to implement **contemporary park design guidelines and practices**. This includes (but is not limited to) the provision of park amenities such as shade (trees, shelters, shade sails, etc.), seating, access to water stations, pathways, and signage within new and updated park sites to accommodate use by older populations, where appropriate.	2010 ILMP - updated	Ongoing
#12.	Establish a City-wide sustainable standard of provision for **park washrooms**, giving consideration to sustainability, financial impact, actual usage and seasonality of use in various types of parks. Consider piloting unique options as a means of testing effectiveness and actual usage.	New	2020
#13.	Implement the **Parks Renaissance Strategy** to enhance existing parks with support and consultation from the community. Have regard to the Strategy's guiding principles when planning and re-designing existing parks.	New	Ongoing
#14.	Ensure that sufficient open spaces are allocated to facilitate **informal activities within all types of parks** through the parkland design process. Informal spaces should be designed to accommodate casual play, respite areas and gathering opportunities, including enhanced municipal or community programming.	New	Ongoing
#15.	Review and expand **park permitting policies and procedures** with the goal of improving convenience and maximizing community usage of park amenities.	New	2020
#16.	Review service levels for **park maintenance and woodland management** to ensure that they reflect best practices, emerging requirements, public expectations and related impacts on Council-approved operating budgets.	New	2020
#17.	Designate multiple existing community parks as "**event parks**" and put into place a plan to install the proper support amenities, features and new permitting options. When new parks are designed, they should be assessed for their suitability for accommodating special events, particularly in intensification areas.	New	Ongoing

Recommendation		Recommendation Status	Timing
#18.	Promote appropriate and sustainable **community and public-private partnerships** in the municipal parks system in order to leverage additional resources, expedite development, improve accessibility, and enhance maintenance and programming.	New	Ongoing
#19.	Review existing programs for **community gardens**. Develop a policy or strategy for the effective utilization of space for – as well as provision and sustainable administration of – community gardens, including land acquisition, governance, partnership opportunities and site selection, among other areas to be determined. The strategy should include opportunities for accessible gardening to address the needs of the aging population.	2010 ILMP - outstanding	2021
#20.	Develop a **Shade in Parks Plan** to create shaded locations (trees, structures) within existing parks which do not impact active or passive recreational open space.	New	2020

6.3 Soccer & Multi-use Fields

Current State

The City of Markham currently has an effective supply of 129.5 soccer and multi-use fields (unlit equivalents), including 21 school fields (28.5 unlit equivalents). The City has a strong partnership with local school boards for field maintenance and permitting; – school fields account for 22% of the capacity within the City's permitted inventory.

Since the 2010 ILMP, the supply of permitted soccer and multi-use fields has increased by 17 fields (unlit equivalents) – most of these have been realized through the construction of school fields and installation of artificial turf.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Artificial turf	2	1	1	0	**4**
Major lit	4	1	2	2	**9**
Major unlit	17	11	9	10	**47**
Minor	2	11	1	5	**19**
Mini	4	20	9	5	**38**
Total Soccer Fields (ULE)	**35**	**46.5**	**25**	**23**	**129.5**
Residents per Facility	3,200	2,100	2,300	3,200	**2,600***

Note: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area
Includes permitted school fields: 3 artificial turf fields, 3 major lit soccer fields, 13 major unlit soccer fields and 2 minor soccer fields.
Lit fields are counted as 1.5 unlit equivalents (ULE) due to extended playing hours available. Artificial as 3 unlit equivalents (ULE).
*GTA standard is 1 field per 3,500 residents.

Future Considerations

Soccer has experienced tremendous growth over the past two decades; however, the growth rate has stabilized and increases in demand are largely a result of population growth or changing standards of play, such as higher levels of play or increased practice time. Field permits for 2017 were reviewed to better understand usage levels and trends – overall, rentals increased by 12% over 2016. Nearly one-half of permitted fields were rented more than 300 hours during the year (and 20% over 500 hours), indicating a degree of pressure on the current supply. The more a field is used, the more difficult it is to maintain it in a safe and usable condition.

Information provided by the City and local organizations indicates that there are 10,430 registered participants (7,240 youth and 3,190 adults); this includes soccer, football, touch football, ultimate frisbee and other sports that would use a soccer or multi-use field template. Registration has increased by 6% since the 2010 ILMP was prepared, though our focus group meeting with users, we learned the participants are playing more frequently with an increased focus on skill development as prescribed the provincial sport governing bodies. Utilization of a participant-based provision target is the preferred approach to estimating future needs where participation data is available as it better accounts for local demand factors. The City is currently providing one field for every 81 registered rectangular field users.

The 2010 ILMP recommended a provision target of one soccer field per 85 registered participants. Employing this standard, the City currently has a sufficient supply of outdoor fields, but will require an additional 22.5 fields by 2031, assuming that current participation rates remain stable.

Projection of Soccer Field Needs

Year	Youth Pop. (5-19)	Estimated Youth Participants (12.2% participation rate)	Adult Pop. (20-49)	Estimated Adult Participants (2.4% participation rate)	Estimated Total Participants	Provision Target 1 field (ULE) per 85 participants	
						Projected Needs	Surplus (Deficit)
2016	59,400	7,240	131,825	3,190	10,430	122.5	7.0
2031	20% more	8,690	33% more	4,240	12,930	152.0	(22.5)

2016 population source: 2016 Census, not adjusted for undercount
2031 population source: Region-wide estimates from the Greater Golden Horseshoe Growth Forecasts to 2041.
Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

To achieve the additional 22.5 fields (unlit equivalents), new fields will be required through park development projects. Opportunities to enhance existing fields with lighting within current parks may also assist in adding capacity. The proposed large sports park is a key initiative that will enable the City to meet long-term soccer and multi-use field needs, particularly for hosting tournaments and competitive play.

Local sports organizations expressed demand for additional fields, particularly 9v9 fields (introduced through the LTPD model) and lit artificial turf fields. Interest was also identified for a multi-use stadium. As a stadium is not required to meet community-level needs – but rather to host competitions, events and potentially higher-level sport teams – it is best assessed through a separate needs and economic impact assessment.

Recommendations

Recommendation		Recommendation Status	Timing
#21.	Provide **22.5 additional soccer fields** (unlit equivalents; including school fields permitted by the City) to satisfy growth requirements and demand to 2031 to meet the City-wide target of 152 fields. These should be provided through new park construction, lighting or improvements at existing parks. Multi-field development is preferred and design should consider field dimensions articulated by the Ontario Soccer Association's Long Term Player Development model (e.g., 9v9, etc.). At its discretion, and subject to monitoring participation rates, the City may choose to provide more fields than are recommended based on geographic distribution and demand for casual use.	2010 ILMP - updated	2019-2031
#22.	Consult with soccer clubs to support higher playing capacities by **enhancing existing soccer fields** through field-resizing and multi-sport lining.	New	2020

Recommendation	Recommendation Status	Timing
#23. Conduct a **feasibility study** on the usage of primetime artificial turf soccer fields to examine how best to maximize facility usage for defined seasonal periods.	New	Ongoing
#24. Monitor demand for **rugby fields** and work with local clubs and other field providers to ensure that long-term needs are addressed.	New	Ongoing

6.4 Ball Diamonds

Current State

The City of Markham's current effective supply of ball diamonds is 80 unlit equivalents (where lit diamond as being equal to 1.5 unlit diamonds due to extended play opportunities). This includes 20 major lit (30 ULE), 19 major unlit and 31 minor unlit diamonds; the supply includes school diamonds that are permitted by the City. The supply is unchanged since the 2010 ILMP, although some diamonds may have been reclassified through the upgrading of selected diamonds.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Baseball - major lit	8	2	5	7	**22**
Baseball - major unlit	6	3	3	12	**24**
Baseball - minor unlit	6	2	4	2	**14**
Total Ball Diamonds (ULE)	**24**	**8**	**14.5**	**24.5**	**71**
Residents per Facility	4,600	12,100	4,000	3,000	**4,800**

Note: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area
Includes permitted school fields: 5 minor ball diamonds.
Lit fields are counted as 1.5 unlit equivalents (ULE) due to extended playing hours available.

Future Considerations

At the time of the 2010 ILMP, baseball and softball (particularly youth leagues) were experiencing declining participation rates and had been for some time. Recent trend data and input from user groups indicate an increased interest in ball in Markham and the broader region. The surge can partially be attributed to heightened interest in the Toronto Blue Jays, demographic changes and the cyclical nature of sports. It is expected that current growth in the sport will continue in the short-term and then stabilize.

Information provided by the City and local organizations indicates that there are 9,200 registered participants (2,900 youth and 6,300 adults) –

unlike soccer, the proportion of players heavily favours adults. Registration has increased by 10% since the 2010 ILMP was prepared, with notable recent growth in the number of youth players. Utilization of a participant-based provision target is the preferred approach to estimating future needs where participation data is available as it better accounts for local demand factors. The City is currently providing one diamond for every 115 registered players.

The 2010 ILMP recommended a provision target of one ball diamond (unlit equivalents) per 110 registered participants. Employing this standard, the City is currently deficient by 3.5 diamonds (ULE) and will require a total of 108 diamonds by 2031 (28 more ULE diamonds than at present), assuming that current participation rates remain stable.

Projection of Ball Diamond Needs

Year	Youth Pop. (5-19)	Estimated Youth Participants (4.8% participation rate)	Adult Pop. (20-49)	Estimated Adult Participants (4.8% participation rate)	Estimated Total Participants	Provision Target: 1 diamond (ULE) per 110 participants	
						Projected Needs	Surplus (Deficit)
2016	59,400	2,900	131,825	6,300	9,200	83.5	(3.5)
2031	20% more	3,480	33% more	8,380	11,860	108	(28.0)

2016 population source: 2016 Census, not adjusted for undercount
2031 population source: Region-wide estimates from the Greater Golden Horseshoe Growth Forecasts to 2041.
Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

The majority of the long-term needs are associated with adult diamond demands – the leisure choices of adults are influenced by a variety of factors and many are more mobile and may play at various locations within the region. **Given this and the recent fluctuations in participation, registration levels should be monitored and the long-term growth target should be regularly reassessed.**

The City has plans to expand its diamond inventory through new park development. It should be a priority to expand the inventory of full-size lit diamonds for organized use. This emphasizes the need for appropriately-sized and outfitted diamonds for adults (primarily slo-pitch, but also hardball). Multi-field (clover-leaf) development is preferred, with lights provided in Community and City-wide Parks. This will improve distribution of facilities, league play and tournament potential.

In addition to new diamond development to serve growth-related needs, the 2010 ILMP recommended that lights and other diamond improvements be undertaken where possible to improve capacity and the playing experience. This direction continues to be supported by user groups. It is recommended that the City revisit its parks capital program to identify opportunities to optimize ball diamonds in cooperation with local organizations.

Recommendations

Recommendation	Recommendation Status	Timing
#25. Subject to monitoring participation rates, provide **up to 28 additional ball diamonds** (unlit equivalents; including school fields permitted by the City) to satisfy growth requirements and demand to 2031 to meet the City-wide target of 108 diamonds. These should be provided through new park construction, improvements at existing parks, or agreements with other diamond providers (e.g., school boards). Multi-field development is preferred and design should consider the needs of specific age groups, with a preference for full-size lit diamonds.	2010 ILMP – updated	2019-2031

6.5 Cricket Pitches

Current State

The City currently provides three cricket pitches, including two at McCowan Reservoir and one at Yarl Cedarwood Park. There has been no change in the supply since the 2010 ILMP was prepared.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Cricket Pitches	0	2	0	1	**3**
Residents per Facility	n/a	48,500	n/a	74,500	**113,500**

Note: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area

Future Considerations

Markham's diverse population, including residents from traditional cricketing backgrounds (e.g., Caribbean, East Indian, Pakistani, West Indian, etc.), contributes to the local popularity of cricket. Registration in youth and adult cricket in Markham is estimated at 1,760 participants, although clubs have indicated that there is significant latent demand that is unable to be accommodated due to a shortage of playing surfaces. Rental data on the City's current supply of fields confirms that they are highly utilized.

Cricket is similar to other field sports in terms of the time of day that it is played (primetime field use, practice/training on weeknights and games on weekends, etc.). The field surface requires a large amount of space on a natural grass oval with a diameter between 75m – 90m, generally equivalent to 2 hectares of land, including buffers. Cricket requires a space that is comparable to two (2) full-size soccer fields and is challenging to establish within a mature park system due to its substantial land base.

Recognizing cricket's growing appeal to Markham's multi-ethnic residents, the 2010 ILMP recommended a provision target of one pitch per 75,000 residents. This target was verified through consultation with the local cricket community. The 2010 ILMP recommended two additional cricket pitches by 2019, to be located at the Aaniin Community Centre and 101-acre sports park – to date, neither of these options have been realized. As a result, there is currently a deficit of two (2) cricket pitches, growing to three (3) by 2031. This large sports park may also be considered for the second cricket pitch. If the large sports park does not move forward, the City should examine alternatives, although the land base required to accommodate the sport makes this a challenge.

Projection of Cricket Pitch Needs

Year	Population	Existing Supply	Provision Target	
			1 pitch per 75,000 residents	
			Projected Needs	Surplus (Deficit)
2018	347,000	3	5	(2)
2031	460,200		6	(3)

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

Some cricket organizations indicated that a higher standard of field design and maintenance is required to support their sport. This is a common request from cricket clubs, who prefer turf that is shorter and regularly fertilized, rolled, mowed and repaired. Although specialized maintenance beyond Markham's sports field standard is not recommended, the City is encouraged to review its practices and communicate its standard to local clubs.

Apart from short-term solutions to the cricket inventory deficit, overlays of cricket pitches on soccer fields are problematic, since they can cause issues related to quality of play and City standards for maintenance expectations as soccer and cricket are cut at two different heights. Also, damage to the facility caused by soccer players can promote dangerous playing conditions for cricket users (holes, etc.)

Recommendations

Recommendation		Recommendation Status	Timing
#26.	Construct **three (3) additional cricket pitches** (at least one with lights) by 2031. The proposed 101-acre sports park is the preferred location for the majority of these fields; however, additional locations will need to be considered.	2010 ILMP – updated	2020 - 2031
#27.	Existing cricket pitches should be optimized and usage opportunities extended. Priority strategies for **cricket improvements** (e.g., natural turf wickets, netting, batting cages and improvements to infrastructure, etc.) should be identified in cooperation with cricket organizations.	New	Ongoing

6.6 Tennis & Pickleball Courts

Current State

The City of Markham currently provides 61 tennis courts, 30 of which are operated by 6 tennis clubs. The highest per capita supply of tennis courts is in Thornhill, while the lowest is in East and South Markham. The municipal tennis court supply has increased by six courts since the 2010 ILMP was prepared, including the indoor four-court tennis facility at the Angus Glen Tennis Centre.

The City does not currently provide any outdoor pickleball courts; however, this is becoming more common in municipalities across the Province as the sport grows in popularity. The City is planning to develop outdoor pickleball courts in Cornell Community Park.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Club	9	6	6	9	**30**
Public lit	4	2	9	0	**15**
Public unlit	8	4	4	0	**16**
Total Tennis Courts	**21**	**12**	**19**	**9**	**61**
Residents per Facility	5,300	8,100	3,000	8,300	**5,600**

Note: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area; 2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

Future Considerations

Tennis Courts

Tennis courts are neighbourhood-level facilities and their distribution is a key factor in assessing requirements. Participation in the sport has been on the rise since the 2010 ILMP was prepared, driven by the City's older adult population, ethnic composition and success of several high-profile athletes from the area. Local tennis clubs also indicated a growing focus on youth player development. Recent research found that, in 2016, nearly two in ten (18%) Canadians say they played tennis in the past year. Among those that have played, the most common location is an outdoor public court (54%), followed by an outdoor public space or park (30%). In 2016, 5% of Canadians reported frequent participation (once a week in season) in tennis, the same percentage as pickleball.[17]

The 2010 ILMP recommended a provision target of one court per 5,000 residents, with most courts being provided in complexes of two or more and consideration to flexible court designs that allow for multiple uses (e.g., basketball, etc.). Stakeholders suggested building complexes containing four or more courts to enable conversion to tennis clubs in the future. The City's current level of provision is approximately one court per 5,700 residents, which is similar to the municipal comparator group. To achieve the provision target, approximately 31 new courts would be required by 2031, an

[17] Charlton Strategic Research Inc. 2016 Canadian Tennis Brand Health Study. November 2016.

average of two to three each year. Provision rates are lowest in East and South Markham, while growth will lead to additional demands in East Markham.

Provision of Tennis Court Needs

Year	Population	Existing Supply	Provision Target	
			1 court per 5,000 residents	
			Projected Needs	Surplus (Deficit)
2018	347,000	61	69	(8)
2031	460,200		92	(31)

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

Focus should be placed on tennis court revitalization, with consideration to creating multi-use courts capable of accommodating other sports (such as pickleball, basketball, ball hockey, etc.) where feasible. Stakeholders expressed interest in specific design elements – such as acrylic surfaces – and are seeking to be consulted on the design of new or improved courts.

Indoor Tennis

The City of Markham opened the Angus Glen Tennis Centre in 2011 in response to demand from the tennis playing community for an indoor tennis facility. The facility features four (4) indoor hard courts that are available year-round. The Centre has over 1,000 members and operates at near capacity for eight (8) or more months of the year; usage in April to June and September is lower but can be weather dependent as many players migrate to play outdoors. Summer usage is also high due to summer camp offerings.

Indoor tennis is largely played by those seeking club-type experiences with instructional programs and clinics, house leagues and social events, along with those looking to train in the sport year-round. Accordingly, indoor tennis courts have long been dominated by private sector racquet clubs, though many GTA municipalities – such as Markham – also offer a single indoor tennis facility to facilitate affordable access to residents. The growth in indoor sports facilities is driven by an increasing desire to play year-round, as well as recent growth in sports, such as youth and adult tennis. Anecdotal evidence suggests that usage of public outdoor tennis courts by casual users is inconsistent; however, demand from experienced players for higher quality club courts is on the rise. This trend translates to increasing demand for indoor tennis opportunities within a membership structure.

The City of Markham already offers its residents an affordable venue to participate in indoor tennis activities. Tennis clubs consulted for this study indicated that there is strong demand for additional indoor courts to serve growth and an expanding youth program. This facility could take the form of a seasonal sport bubble over existing clubs courts. Seasonal bubbles can be developed to make use of existing infrastructure, thereby optimizing their impact and mitigating costs (including for land acquisition).

Further study is required to confirm market demand for an additional indoor tennis facility, along with possible operating, construction and funding models. It is recommended that the City engage local clubs to further discuss needs and possible partnerships that emphasize financial sustainability

through a user pay model, community access and a site that can be supported by the broader community. Pursuing a private operator would be a good consideration.

Pickleball Courts

Pickleball is an emerging sport and was not considered in the 2010 ILMP. Stakeholders indicate that Markham is becoming a "hub" of pickleball in the GTA. Although the sport is played almost exclusively indoors at this point, there is considerable interest in developing an outdoor multi-court complex to accommodate the growing sport. This could be achieved through purpose-built courts or conversion of under-utilized public tennis courts, although pickleball players will also be seeking nearby parking and washrooms (thus City-wide or Community Parks may be the best candidates). Groups are also seeking additional indoor court time, which places additional pressures on both the Angus Glen Tennis Centre and indoor gym facilities.

Pickleball Canada indicates that it is the fastest growing sport in North America, with the number of places to play nearly doubling between 2010 and 2016[18]. Popularized in the southern United States, the sport has been introduced to many Canadian snowbirds and has spread to Canada in recent years. The Sports & Fitness Industry Association 2015 Participation Report indicates that there are 2.5 million people playing Pickleball in the United States, with projections to grow to eight million by 2018. Tennis Industry Magazine reports that 68% of pickleball players are over 60 years of age and fears that the sport may erode participation in tennis[19]. The fact that players are largely seniors and retired persons has helped to support the proliferation of clubs across Canada. Most players are recreational, although there is a growing number of competitive players registered as members of Pickleball Canada (including younger adults). It is possible that the demographic may skew younger as it receives additional exposure and children become introduced to pickleball.

Played indoors or outdoors with a paddle and a plastic ball, the sport is a hybrid of badminton, tennis and table tennis. The court is the same size as a doubles badminton court (20 by 44 feet), though the net for regulation pickleball is slightly lower than a tennis net. Many municipalities in Ontario (such as London, St. Thomas, Whitchurch-Stouffville, Mississauga, etc.) have responded to this trend and have modified under-used tennis courts and/or built dedicated courts. Although not ideal, adding pickleball lines on existing tennis courts is a very low-cost method of quickly creating a shared use facility and for testing demand.

With the number of older adults expected to increase at a faster rate than the overall population, continued demand for pickleball can be anticipated. Fortunately, due to the smaller size of the courts, it is possible to fit two to three pickleball courts within the same footprint of one tennis court, making it easier to accommodate the sport within existing park sites. Like tennis, multi-court complexes are recommended.

Potential demand for outdoor pickleball in Markham is relatively untested; however, the growing legitimacy of the sport – combined with several local requests – supports additional investment. In addition to the two pickleball courts planned for Cornell Community Park, other purpose-built, shared or converted courts should be considered. Due to the strong social aspect of the sport, a location that can accommodate multiple courts (ideally

[18] Pickleball Canada. Strategic Plan. December 2016.
[19] www.tennisindustrymag.com/articles/2015/11/15_pickleball_and_tennis_can_t.html. Accessed January 2017.

four or more) in a location in West Markham should be sought. Monitoring of the Cornell courts should be undertaken to establish a longer-term provision strategy. As discussed earlier, it is anticipated that the sport will continue to be accommodated indoors through gymnasiums.

Recommendations

Recommendation		Recommendation Status	Timing
#28.	Add **up to 31 new public tennis courts** over the term of the Master Plan (by 2031), with an emphasis on providing the majority of these courts in East, West and South Markham to address existing gaps and areas of new residential development. Multi-use court designs that can accommodate other activities should be encouraged, where appropriate.	2010 ILMP - updated	2019-2031
#29.	Engage the local tennis community to facilitate the development of an **additional indoor tennis facility** (e.g., seasonal bubble) in response to demonstrated demand, favourable site conditions and sustainable partnership conditions. A variety of different funding and operating models should be considered. Financial sustainability and community access will be important considerations.	New	2020
#30.	Review utilization of existing tennis courts (particularly in Thornhill) to determine whether **court resurfacing/relining options** are available in supporting other 'in-demand' uses such as pickleball.	2010 ILMP - updated	Ongoing
#31.	Establish a **longer-term provision strategy for pickleball.** The strategy may consider purpose-built courts, shared courts (relining of public tennis courts) or converted tennis courts.	New	2021
#32.	Subject to further analysis, develop a **pickleball complex** (four courts or more) in West Markham at a site with adequate parking, washrooms and setbacks from residential properties.	New	2031

6.7 Basketball Courts

Current State

The City's current supply of basketball courts consists of 14 half courts and 10 full courts for a total of 34 hoops. The highest per capita supply of courts is in South Markham, while the lowest is in East Markham. This supply is supplemented by courts and hoops provided at schools and residential settings.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Full Courts	2	1	3	4	**10**
Half Courts	8	1	0	5	**14**
Total Hoops	**12**	**3**	**6**	**13**	**34**
Residents per Facility (ages 10-19)	1,100	3,750	800	800	**1,200**

Note: Population source is 2016 Census, not adjusted for undercount

The City has expanded its supply by 79% since the 2010 ILMP – a total of 15 hoops (4 full courts and 7 half courts). Basketball courts have become a staple in the design of many new parks.

Future Considerations

Basketball is especially popular among youth and the City has made investment in this age group a high priority. Courts are most often provided at community parks; however, accessible locations within neighbourhoods are important and distribution has been an important objective for the City.

The 2010 ILMP recommended a provision target of one hoop per 1,500 youth ages 10 to 19 years. It was anticipated that demand for basketball courts would stabilize as very modest growth was forecasted for the City's youth population; however, an improved distribution was recommended as several large gaps were noted.

The City is currently providing one outdoor basketball hoop per 1,200 residents ages 10 to 19 years. The City's recent focus on installing courts in new parks has led to a dramatic improvement in service levels in recent years. The current level of provision is slightly higher than that typically seen in other GTA communities. However, there is a deficiency in certain areas of Markham in terms of the full courts required to play regulation basketball games. There are only 10 full courts provided in the City. To address the need for full courts the provision target should be slightly higher than the current provision target, as full court needs are currently under-served.

The youth age cohort is forecasted to increase by 2031, but at a slower rate than the rest of the population. Additional courts will be required to address growth and gaps in distribution. Moving forward, the City's current level of provision – one hoop per 1,200 youth ages 10 to 19 years – is recommended as the target for provision. Approximately 4 additional hoops (2 full courts) will be required to achieve this target, however, additional full courts will also be required to improve geographic accessibility. Any additional hoops that are added should be added in pairs to address the

need for full-court play opportunities. Using a 1.5-kilometre radius, gaps currently exist in East Markham (Markham Road and Highway 7; 16th Avenue and Ninth Line) and Thornhill (Leslie Street and John Street).

Provision of Basketball Court Needs

Year	Population (ages 10-19)	Existing Supply	Provision Target: 1 hoop per 1,200 youth residents (ages 10-19)	
			Projected Needs	Surplus (Deficit)
2016	40,320	34	34	0
2031	10% more		37	(3)

2016 population source: 2016 Census, not adjusted for undercount
2031 population source: Region-wide estimates from the Greater Golden Horseshoe Growth Forecasts to 2041.
Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

Recommendation

Recommendation	Recommendation Status	Timing
#33. Continue to include the provision of **basketball courts** within appropriate park locations to address existing gaps (East Markham and Thornhill) and areas of new residential development (West Markham). Each major residential block should have a minimum of one public full basketball court, where regulation basketball games can be played. Multi-use court designs that can accommodate a variety of activities should be encouraged, where appropriate. Lights may be added to courts at City-wide parks, where appropriate.	2010 ILMP - updated	Ongoing

6.8 Playgrounds & Outdoor Fitness

Current State

The City of Markham provides playgrounds at a total of 155 sites; these sites contain 207 unique playground features. The highest per capita supply of playgrounds is in Thornhill – however, these are the oldest playgrounds in the City. The lowest per capita supply of playgrounds is in West Markham. Playgrounds are an integral element of a community's leisure offerings, as they provide spaces within which children are encouraged to be active and build social skills. The modern design of playgrounds involves a focus on providing safe and accessible structures that meet Canadian Standards Association (CSA) criteria, compliance with the AODA (Accessibility for Ontarians with Disabilities Act) and opportunities for creative play.

In recent years, the City has introduced 20 outdoor fitness locations to its parks system. These features – along with open space exercise zones – have proven effective at facilitating unstructured physical fitness activities. These locations provide fitness equipment that feature low-impact, joint-friendly equipment that use resistance created by a person's own body weight. These have been a key element of the City's Parks Renaissance Strategy and new park builds. Sometimes the fitness features are grouped together, other times they are spaced out to form a circuit along a trail or throughout a park. The highest per capita supply of outdoor fitness locations is in West Markham, while the lowest is in South Markham.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Playground Features	63	55	34	55	**207**
Playground Locations	47	44	30	34	**155**
Residents per Facility (ages 0-9)	235	260	140	215	**235**
Outdoor Fitness Locations	10	4	3	3	**20**
Residents per Facility (all ages)	11,100	24,300	19,200	24,800	**17,000**

Note: Population source for playgrounds is 2016 Census, not adjusted for undercount. Population source for outdoor fitness is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area.

Future Considerations

Playgrounds are a neighbourhood-level amenity for which geographic distribution must be the primary consideration. As such, the 2010 ILMP recommended a provision target of one playground within 400 metres (roughly a five-minute walk time) of all built up residential areas, unobstructed by major barriers. The City has excellent coverage in existing residential areas – only one notable gap has been identified at this time (northeast corner of Kennedy Road and 16th Avenue).

Minimum standards for barrier-free accessibility at municipal playgrounds should be established, with a focus on providing barrier-free playgrounds (including rubberized surfacing) in strategic locations and accessible features upgrades to existing playgrounds throughout the City, such as City-wide and Community Parks.

We should continue to provide outdoor fitness locations to encourage improvement in balance, speed, coordination and endurance. They also provide a further engagement option for parks, as recommended in the Older Adult Strategy. It is recommended that the City continue to consider the installation of outdoor fitness stations in new and existing parks where there is a need to improve geographic distribution to the adult population.

Furthermore, the establishment of open space exercise zones – where the community can organize fitness classes (yoga, tai chi, etc.) – should be a focus moving forward. These spaces require nearby access to shade (shelters, trees, etc.) and potentially washrooms. A pilot project should be considered to help gauge demand and design requirements for these spaces, through the Park Renaissance program.

Recommendations

Recommendation		Recommendation Status	Timing
#34.	Provide **playgrounds within a 400-metre service radius** of all built-up residential areas, without crossing any major barriers such as waterways, railway lines, highways, etc. This will require the installation of playgrounds in new residential areas and existing gap areas, where possible.	2010 ILMP - updated	Ongoing
#35.	Continue to support the **playground renewal program** to address aging infrastructure and accessibility requirements. Review and make recommendations on **rubberized playground surfaces** (rather than sand) in response to community preferences as identified through stakeholder consultation.	2010 ILMP - updated	Ongoing
#36.	Install **outdoor fitness stations** in new and existing parks where there is a need to improve geographic distribution to the adult population.	New	Ongoing
#37.	Establish a pilot project in a community park to gauge demand and design requirements for the provision of **open space exercise zones** (yoga, tai chi, etc.). At a minimum, these spaces require nearby access to shade and washrooms.	New	2022

6.9 Outdoor Pools and Waterplay Features

Current State

The City currently offers 25 waterplay facilities within its parks, which are available for use free of charge. The highest per capita supply of waterplay facilities is in West Markham, while the lowest is in East Markham. Ten new waterplay facilities have been installed since the 2010 ILMP was prepared, which has enabled the City's level of provision to eclipse that of most municipalities in the GTA.

The City also provides 2 outdoor swimming pools – one at Morgan Park and one at Rouge River Community Centre.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Outdoor Pools	0	1	0	1	**2**
Residents per Facility (all ages)	n/a	97,000	n/a	74,500	**170,300**
Waterplay Facilities	12	4	3	6	**25**
Residents per Facility (ages 0-9)	900	2,900	1,400	1,600	**1,450**

Note: Population source for outdoor pools is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area. Population source for waterplay facilities is 2016 Census, not adjusted for undercount

Future Considerations

Waterplay facilities are interactive amenities with features such as spray jets, water cannons and buckets, often complemented by washrooms, seating, shade and playgrounds, and are required in community-level and City-wide parks. They appeal to young children and families looking for a fun and affordable way to cool off during summer months. A variety of designs and themes can be employed to create unique and engaging experiences. Waterplay facilities respond very well to growing demands for unstructured, spontaneous forms of recreation.

These amenities offer some benefits compared to a traditional outdoor pool given that they are free, drop-in facilities that can be enjoyed by people (often young children) with no swimming experience. They do not, however, provide a true aquatic experience (e.g., instructional and recreation swimming) and are focused on a narrower age segment (usually under age 10). Because they contain user-activated features and do not require lifeguards, they are generally more cost effective to operate than outdoor pools and are available during daylight hours beginning earlier in the season and ending later.

Accessibility is a key factor in the provision of waterplay facilities and the 2010 ILMP recommended a provision target of one per residential block (representing about a ten-minute walk)[20]. However, given the growing variation in built form and levels of density per residential block, this 2019 Update recommends a revised provision target of one waterplay feature per 20,000 residents going forward. With forecasted growth of 119,700 persons by 2031, this translates into a need for six (6) additional waterplay facilities. In the past, the City has used the terms "major" and "minor" to distinguish between different sizes of waterplay facilities; however, the demand for multiple features at each location means that provision is trending closer to the "major" category and this will likely continue into the future.

Despite their high costs, fluctuating usage and increasing alternatives, outdoor pools are often considered a basic level of municipal service by residents. With the 1960s and 1970s being the golden age for outdoor pool construction in Ontario, many facilities are approaching or beyond their functional lifespan and several municipalities are making difficult choices between closure and redevelopment. In some communities, outdoor pools are being phased out in favour of waterplay facilities and indoor aquatic centres that can be used year-round. The 2010 ILMP did not recommend

[20] However, given that the current distribution of "community parks" does not cover all residential blocks, the achievement of this guideline may require some exceptions to the park classification system defined by the 204 Official Plan (c.4 Healthy Neighbourhoods and Communities).

any new outdoor pools for Markham, although it was suggested that condition assessments be undertaken to identify asset management requirements to safely maintain the City's two outdoor pools into the foreseeable future. A revitalization project is currently planned for Morgan Pool.

Recommendations

Recommendation	Recommendation Status	Timing
#38. Apply a provision target of **one new waterplay facility per 20,000 residents by 2031** (i.e., six additional installations by 2031). Waterplay facilities are ideally located in parks that have access to washrooms and parking; shade is also desired.	2010 ILMP - updated	2019-2031
#39. No additional **outdoor pools** are recommended, but revitalization of existing assets may be considered. Having completed the feasibility study for Morgan Pool, conduct a feasibility study for the Rouge River outdoor pool to determine demand for a revitalization project.	2010 ILMP - updated	Ongoing

6.10 Skate & Bike Parks

Current State

The City currently provides 1 major and 5 minor skate spots. All 5 minor skate spots have been installed since the 2010 ILMP was prepared. The highest per capita supply of skate parks is in West Markham, while the lowest is in South Markham (which has none). The City does not presently provide authorized bike parks.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Major	1	0	0	0	**1**
Minor	3	1	1	0	**5**
Total Skate Parks	**4**	**1**	**1**	**0**	**6**
Residents per Facility (ages 10-19)	3,300	11,300	5,000	n/a	6,700

Note: Population source is 2016 Census, not adjusted for undercount

Future Considerations

Skate Parks

Markham has recognized the mainstream appeal of skateboarding and wheeled sports through the provision of skate parks, which are well used by children and youth, and an increasing number of young adults.

The 2010 ILMP recommended a provision target of one major skate park per 7,500 youth (ages 10 to 19 years). At the time, the City had only one skate park and interest in minor skate parks was untested – the City has since expanded its skate park development program and the provision target should be reviewed to reflect this change. Spatial distribution of these facilities is also important given the fact that youth have limited transportation opportunities.

Given the evolution of skate park design and provision in Markham, it is recommended that the City revise its skate park typology to address the variation in design and function. Consideration may be given to using the following typologies: City-wide (e.g., Markham Skate Park); Community (e.g., Berczy Park South); and Neighbourhood. The intent of the Neighbourhood designation is to promote the use of "skate spots" as convenient walk-to locations for beginner skateboarders.

The City may not build any additional City-wide skate parks. Future provision should generally take the form of Community or Neighbourhood facilities that serve more localized populations. The provision target should be adjusted to reflect this shift toward more modestly-sized, local-level facilities – a revised target of one skate park (all types) per 5,000 youth is recommended. This equates to a demand for three (3) additional skate parks by 2031.

Provision of Skate Park Needs

Year	Population (ages 10-19)	Existing Supply	Provision Target: 1 park per 5,000 youth residents (ages 10-19)	
			Projected Needs	Surplus (Deficit)
2016	40,320	6	8	2
2031	10% more		9	3

2016 population source: 2016 Census, not adjusted for undercount
2031 population source: Region-wide estimates from the Greater Golden Horseshoe Growth Forecasts to 2041.
Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

Geographic accessibility is also an important consideration given the target market for these facilities. Using a 2-kilmoetre service radius, notable gaps exist in the following areas:

- West Markham – 16th Avenue and Woodbine Avenue area (community-level facility)
- South Markham – McCowan Road and 14th Avenue area (community-level facility)
- East Markham – Ninth Line and 16th Avenue area (neighbourhood-level facility)
- Thornhill – Bayview Avenue and John Street area (neighbourhood-level facility)

Bike Parks

Unlike some communities, the City does not currently provide freestyle bike parks. Enthusiasts can utilize authorized trails, skate parks and a private indoor bike park. Bike parks offer opportunities for BMX riders of varying skill and experience to enjoy off-road cycling and build skills. Well-

designed bike parks offer a diversity of progressive and technically challenging features such as dirt jumps, ramps and pumptracks. The provision of purpose-built parks is one strategy to help promote responsible riding outside of the natural heritage system (e.g., ravines, woodlots, etc.), which is sometimes used for unauthorized biking that can damage natural features.

Off-road cycling, including mountain biking and BMX, experienced rapid growth in the 1980s and 90s and remains popular among people who prefer individual recreational activities. In keeping with this trend, there are an increasing number of bike parks in Canada, several of which can be found in the GTA. The 2010 ILMP recommended that the City establish a framework to guide the development of one freestyle bike park (dirt) in partnership with the community. However, given that bike parks are not currently a core public service, the ILMP Update recommends encouraging private commercial vendors to address this recreational need[21].

Recommendations

Recommendation		Recommendation Status	Timing
#40.	Revise the skate park typology to reflect the full range of designs, functions and markets (e.g., city-wide, community and neighbourhood). Construct a minimum of **three (3) additional skate parks** by 2031, with a focus on geographic gap areas (South Markham, West Markham and Thornhill). The parks should be designed in consultation with youth and the skateboarding community.	2010 ILMP - updated	2021-2031
#41.	Continue to encourage private commercial vendors to provide **freestyle (off-road bike/BMX) parks** for Markham residents.	2010 ILMP - updated	Ongoing

6.11 Outdoor Ice Rinks

Current State

The City has one outdoor artificial ice rink, which is located at the Markham Civic Centre. In addition, several volunteer-operated natural ice rinks are offered each year within selected neighborhood and community parks through volunteer and municipal support. Due to safety concerns, the City no longer authorizes ice skating on natural water bodies.

[21] There is currently one freestyle indoor park facility in Markham.

Future Considerations

Historically, Canadians have had an affinity for outdoor skating rinks and they help to improve access for residents seeking low to no-cost winter activities. While natural outdoor ice rinks are unreliable due to changing weather conditions, artificial rinks are much more costly to build and operate. The City should continue to support community volunteer groups that wish to take responsibility for the maintenance and monitoring of natural ice surfaces (where water sources are provided by the municipality). To assist in meeting community rink demands, the City may also consider designing new basketball and tennis courts as 'multi-use courts' so that they may be used as ice surfaces in the winter months. However, such multi-use courts tend to be expensive.

Recommendation

Recommendation	Recommendation Status	Timing
#42. Continue to support the **Volunteer Outdoor Ice Rink Program.**	2010 ILMP - updated	Ongoing

6.12 Off-leash Dog Areas

Current State

The City of Markham currently provides two off-leash dog areas, one more than in 2010. The Leash Free Markham Committee is an Advisory Committee that is run by volunteers and is responsible for the overall organization of leash-free areas under the guidelines approved by Council.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Off-leash Dog Areas	0	0	1 (Ward 1)	1 (Ward 8)	**2**
Residents per Facility	n/a	n/a	57,600	74,500	**170,250**

Note: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area

Future Considerations

With pet ownership on the rise, off-leash dog areas are becoming more common in municipalities throughout North America. Research from the Trust for Public Land suggests that off-leash dog parks are growing faster than any other type of park in America's largest cities – the number of off-leash dog parks grew 20% in the past five years[22].

Dedicated off-leash areas provide pet owners with the opportunity to exercise and socialize their dogs in a controlled area and these parks also facilitate interaction between pet owners. However, the development of off-leash areas can raise a number of operational challenges, including enforcement, liability, fencing and disposing of waste; most municipalities encourage partnerships with volunteer associations in order to address several of these issues. Site selection is also an ongoing challenge for most municipalities, many of which are actively seeking to enhance their supply of off-leash areas.

The 2010 ILMP did not recommend a provision standard for off-leash dog areas, but did support the creation of additional locations to improve geographic accessibility. In addition, with land use policies encouraging higher residential densities, space for dogs is a growing concern in intensification areas. All high-density developments should be required to provide dog-walking facilities, such as dog-runs and dog-washing facilities. Approaches could include providing smaller dog-friendly spaces to serve intensification areas and localized gap areas; such approaches are being considered in several communities across the GTA. Parkland in intensification areas should not be planned or anticipated to fulfill the requirements of pet owners. The City is currently preparing an Off-leash Dog Park Study that will provide additional direction on their provision and design. *Reference should be made to Section 10 of this ILMP for additional considerations and recommendations regarding park facilities in intensification areas.*

Recommendations

Recommendation		Recommendation Status	Timing
#43.	Move toward the provision target of one off-leash dog area per Ward (for a total of 8 locations, of which 2 are existing) to enhance accessibility for residents throughout the City, including in intensification areas. The City's **Off-leash Dog Park Study** should be referred to for direction on leash-free park development and management.	2010 ILMP - updated	Ongoing
#44.	In intensification areas, high-density development must provide dog walking and dog washing amenities for their residents. The provision of dog facilities (including private off-leash areas) must be required, as a condition of planning approvals, as part of **condo amenity** packages.	New	Ongoing

[22] Trust for Public Land. 2015 City Parks Facts. www.tpl.org/cityparkfacts

6.13 Recreational Trails

Current State

The City currently offers 174 kilometres of paved pathways and trails, as well as a wide variety of sidewalks and cycling routes that form part of Markham's active transportation network.

The expansion of the recreation trail network has been a point of interest for Markham since the 2010 ILMP was prepared. For example, the City commenced the multi-year Rouge Valley Trail project in 2013 to build over ten-kilometres of off-road trail from 16th Avenue and Kennedy Road to Bob Hunter Memorial Park at the gateway of the Rouge National Urban Park. To date, the City has built nearly six-kilometres with more to come. In addition, work on the Rouge Valley Trail continues with the completion of additional six kilometres of multi-use pathways. Work also continues on the Lake to Lake Cycling Route and Walking Trail[23], which will ultimately link Lake Simcoe to Lake Ontario.

Current trail networks tend to align with watercourses. This has resulted in gaps across the City in terms of walkable access to trails – notably in Milliken, Langstaff, Leitchcroft, Ward 2 and Ward 6.

Future Considerations

Trails are highly desired facilities for people of all ages and abilities, including those seeking lower impact active pursuits. City Parks Staff have indicated that walking trails are the number one request that they hear from residents. The ILMP Update Online Survey found that "walking for leisure or hiking" is one of Markham's most popular leisure activities. Linked trails, pathways, cycling routes and associated support infrastructure are in high demand in Markham and efforts should be made to expand these systems within the City's means and without causing negative environmental impacts.

The City completed a Pathways and Trails Master Plan in 2009, which aims to provide an interconnected system of pathways and trails and provide guidance for future delivery of these amenities. The master plan identifies a city-wide, off-road pathway and trail system that connects destinations within Markham, as well as design guidelines and standards to achieve these objectives. An Active Transportation Master Plan was recently initiated, which will update the proposed network and address regional connections. In addition, section 4.3.4 of the Markham Official Plan provides policies relating to pathways and trails.

[23] A project of the TRCA (Toronto and Region Conservation Authority).

Recommendations

Recommendation		Recommendation Status	Timing
#45.	Continue to implement the City's **Pathways and Trails Master Plan** (to be updated through the Active Transportation Master Plan) through the proper allocation of project, operational, and maintenance funding and resources.	2010 ILMP - updated	Ongoing
#46.	Continually seek and evaluate opportunities to establish a recreational trail system that safely **connects to all neighbourhoods and key destinations** within Markham.	New	Ongoing
#47.	Develop and implement a policy that clearly articulates the parameters and standards relating to **signage at recreational trail access points and along trails**. In general, promotion of trails to improve public awareness of trail locations, routes, surfaces and support facilities (e.g., washrooms) should be made a priority.	New	2021

6.14 Other Parks Facilities

Within the City, there are leisure activities and sports that appeal to a narrower margin of the population. Although these pursuits are worthwhile and beneficial, there are limitations on the ability and/or responsibility of the City of Markham to supply such groups with the needed facilities.

Lawn bowling, equestrian riding, track and field, field lacrosse and bocce are just a few sample activities that may use City facilities, parks and trails to some degree, now, or in the future. It is possible that representatives of these sports may request additional facilities in the future. However, many of these and other specialized activities appeal to a relatively small group of residents and municipal funding decisions must consider the number of persons that benefit from an investment in any particular activity. In these cases, the City's role is to monitor requests and to determine if and when participation numbers warrant municipal support, financial or otherwise. The City should remain open to discussions from new and emerging sport and leisure groups and provide advice and assistance where appropriate.

Recommendation

Recommendation		Recommendation Status	Timing
#48.	Develop a **standardized framework** that guides decision-making for non-core parks facilities and services, and is aligned with municipal principles and objectives.	New	Ongoing

7. RECREATION SERVICES & FACILITIES

This section contains an assessment of indoor recreation needs extending to 2031, when the City's population is forecasted to reach 460,200 people. The analysis adheres to the methodology established in the 2010 ILMP and has been influenced by public input, recent City initiatives, emerging trends and new demographic data. Where possible, provision targets reference per capita metrics as the city's actual population (not housing units) directly influences demand for parks, recreation and cultural programs and facilities.

'Recreation' can be broadly defined as activities consisting of all sporting, fitness and physical endeavours that a person or group pursues for the purposes of personal satisfaction and development, physical health and/or competition. Within the context of this Plan, the focus is on recreation (both indoor and outdoor) services, programs and facilities provided by the City's Recreation Services Department.

All inventory information has been provided directly by the City and is understood to be accurate to year-end 2018; the inventory includes City-owned facilities and those that are under municipal control, such as permitted school assets. Maps showing the location of municipal recreation facilities are contained in **Appendix D**.

Inventory of Municipal Indoor Recreation Facilities

Facility Type	2010 Supply	Change since 2010	2018 Supply	Location	Current Population Ratio (2018)
Regional Sport Facility	**0**	Markham Pan Am Centre	**1**	Markham Pan Am Centre	1 location per 347,000 residents
Major Community Centres*	**4**	Aaniin, Cornell	**6**	Aaniin CC, Angus Glen CC, Centennial CC, Cornell CC, Milliken Mills CC, Thornhill CC	Major: 1 centre per 57,800 residents
Minor Community Centres (City-operated)	**4**	Added: Thornlea; Heintzman; Stiver Mill Non-operating: Buttonville CC; Warden House	**7**	Armadale CC, Rouge River CC, Heintzman House, Old Unionville Library CC, Thornlea Pool, Stiver Mill, Unionville Train Station	Minor (all): 1 centre per 27,000 residents

Facility Type	2010 Supply	Change since 2010	2018 Supply	Location	Current Population Ratio (2018)
Minor (Advisory Board-operated)	**7**	City assumed operations of Heintzman House (moved to Minor Community Centres inventory)	**6**	Box Grove CC, Cedar Grove CC, German Mills CC, Markham Craft Guild, Markham Village Train Station CC, Victoria Square CC	
Indoor Pools (locations)	**4**	Aaniin, Cornell, Markham Pan Am Centre	**7**	Aaniin CC, Angus Glen CC, Centennial CC, Cornell CC, Milliken Mills CC, Markham Pan Am Centre, Thornlea Pool (note: small therapy pool at Thornhill CC not included)	1 location per 49,600 residents
Gymnasiums	**4**	Aaniin, Cornell, Markham Pan Am Centre, Thornlea (City)	**8**	Aaniin CC (3), Angus Glen CC (2), Armadale CC (2), Centennial CC (1), Cornell CC (3), Markham Pan Am Centre (4), Thornhill CC (1), Thornlea Gym (1)	1 location per 43,400 residents
Fitness Centres	**2**	Aaniin, Cornell, Markham Pan Am Centre	**5**	Aaniin CC, Centennial CC, Cornell CC, Markham Pan Am Centre and Thornhill CC	1 location per 69,400 residents
Ice Pads	**10**	none	**10**	Angus Glen CC (2), Thornhill CC (2), Centennial CC (1), R.J. Clatworthy Arena (1), Crosby CC (1), Markham Village CC (1), Milliken Mills CC (1), Mount Joy CC (1)	1 pad per 34,700; 1 pad per 485 participants (ages 5-19)
Older Adult Space	**3**	Aaniin, Cornell	**5**	Markham Seniors Activity Centre, Aaniin CC, Angus Glen CC, Cornell CC, Thornhill CC	1 location per 18,950 residents (ages 55+)
Youth Space	**1**	Aaniin, Cornell, Thornhill	**4**	Aaniin CC, Angus Glen CC, Cornell CC, Thornhill CC	1 location per 10,080 residents (ages 10-19)

Facility Type	2010 Supply	Change since 2010	2018 Supply	Location	Current Population Ratio (2018)
Indoor Turf Facilities	**2**	St. Roberts	**3** (plus two private)	Milliken Mills Soccer Dome, Mount Joy Field, St. Roberts CHS	1 location per 115,700 residents
Indoor Bocce Facilities	**1**	none	**1**	Centennial CC (4 courts)	1 location per 347,000 residents
Indoor Tennis Facilities	**0**	none	**1**	Angus Glen (4 courts)	1 location per 347,000 residents

*Major community centres are greater than 100,000 s.f. and operated by the City, Minor City-operated centres are less than 100,000 s.f. and operated by the City, and Minor Advisory Board-operated centres are less than 100,000 s.f. and operated by an Advisory Board not under the purview of the City. Classification system excludes stand-alone arenas.
Population Estimate = 347,100 (July 1, 2018)

7.1 Recreation Service Delivery & Programming

The Recreation Services Department advocates for health and wellness, creating a sense of community, belonging and enjoyment. The Department is committed to improving the quality of life for Markham residents through the provision of quality leisure programming, well-maintained and welcoming community facilities. The Department combines a direct service delivery approach in the provision of recreational, aquatic, camps, fitness and lifestyle programming for individuals of all ages with ongoing community development work with minor sport organizations, community groups, not-for-profit organizations and other key stakeholders. The Department also works in partnership with private operators to supplement the City's services. Through its network of facilities, thousands of hours are permitted annually to various community-based organizations.

The Recreation Services Department extends beyond the walls of the City-owned and operated facilities. The Department builds on creative partnerships to deliver services in schools, parks and elsewhere based on community needs. Through a combination of both direct program delivery and staff support for community organization initiatives, the City strives to ensure a diverse and accessible range of recreational programs and/or opportunities for all ages, genders, ethnicities, abilities and incomes. The City must continue to ensure that delivery approaches are balanced and sustainable. In an environment of declining resources, all efforts should be made to reduce duplication, streamline communications where possible and work toward the common good.

Requests are increasing for drop-in activities (including pickleball), adult recreational league, child skill development programs and academic opportunities. With a diverse population across the City and many other service providers, the needs are different in each community. Neighbourhood-based planning is essential to understanding these unique considerations and possible strategies.

Recommendations

Recommendation		Recommendation Status	Timing
#49.	Develop a plan, in collaboration with other stakeholders, to identify opportunities to implement **intergenerational programming and under-represented groups** as identified in the Older Adult Plan.	2010 ILMP - updated	Ongoing
#50.	Implement an **Ability to Pay** subsidy for programs for low-income children and families, and undertake a review of fees within the framework of an Ability to Pay model.	New	2020
#51.	Develop a gymnasium, hall and room **allocation framework** meant to support equitable access to spaces for City programs, community rentals and casual use.	2010 ILMP - updated	2020
#52.	Work collaboratively across the organization to increase **volunteer opportunitie**s for all ages and to ensure volunteer opportunities remain accessible.	New	Ongoing
#53.	Implement **Recreational Sports Leagues** as a skill-based learning progression in recreation sport programming. Commit to the growth of sports programs at all levels as a pathway to the success of Sport Development in the City of Markham.	New	Ongoing
#54.	Enhance the growth and functionality of the **community hub model**, within new and existing community centres and non-community centre spaces.	New	Ongoing
#55.	Develop more diverse and inclusive programming for the **LGBTQ2 community**.	New	Ongoing
#56.	Enhance the current **Community Service Group Registry Program Policy** to support local not-for-profit organizations governed by volunteers who provide community services for the City of Markham.	New	2022
#57.	Undertake **neighbourhood-based / place-based planning** to engage residents in local problem-solving to ensure unique neighbourhood needs are met, and that data is gathered to measure progress and project outcomes. Pilot a neighbourhood team with York Region, United Way and other stakeholders.	New	Ongoing

7.2 Sport Development Program Delivery

The Sport Development Plan was prepared in 2017 as recommended in the 2010 ILMP and spurred on by emerging sport tourism opportunities, long-term athlete development models, high-level facilities and demands for year-round athletics. The purpose of this Strategy was to identify key goals, initiatives, roles and responsibilities related to sustainable athlete and skill development in Markham. An overarching vision was established to guide future initiatives: "To support lifelong active involvement in sport and physical recreation through community initiatives that celebrate and enhance the development of Markham's athletes". The sport development staff based out of the Pan Am Centre will be responsible for the implementation of this Strategy, which will include working with local clubs and provincial and national sport organizations. Selected outcomes/actions with relevance to the ILMP Update include:

- Continue to promote, educate and integrate Markham in Motion, physical literacy, throughout all recreation and sport programs within the City of Markham
- Continue to implement strategic events hosting strategy for Markham Pan Am Centre and other City assets
- Develop Sport Park for tournament hosting opportunities
- Maintain and promote facility inventory with all stakeholders
- Host the annual Pickleball Tournament

Recommendations

Recommendation		Recommendation Status	Timing
#58.	Implement the **Sport Development Plan** to guide the development of the community sport network and raise the profile of Markham through sport tourism.	2010 ILMP – updated	Ongoing
#59.	Develop a plan to support the City's commitment in developing a **Sports Park** for tournament hosting opportunities and to address field needs for growth centres/intensified areas. Regularly report on the Strategy's progress.	New	Ongoing
#60.	Noting that the provision of a **stadium with an artificial turf field** for local, City and regional events is beyond the scope of traditional parks and recreation services, explore the feasibility of such an initiative at the Sports Park. This would need to be evaluated with consideration to demand, partnerships, funding, operating model, cost/benefit and local impact.	New	Ongoing

Recommendation		Recommendation Status	Timing
#61.	Host a **Sport Summit** focused on showcasing sport, providing opportunities for networking, training and best practice models related to sport group governance, financial planning, administration and organizational structure.	New	2020
#62.	Determine the applicability and implications of the **Canadian Sport for Life Model (CS4L) and the Long Term Athlete Development Program (LTAD)** on the sport delivery system (allocations) of sport assets in Markham.	New	Ongoing
#63.	Through implementation of the Sports Development Strategy, position the Markham Pan Am Centre as an **international sports hub**.	New	Ongoing

7.3 Community Centres

Current State

The City of Markham has a total of six (6) "major" community centres and 1 regional sport facility, which are multi-purpose recreation facilities that are greater than 100,000 square feet in area:

- Aaniin Community Centre (new in 2018)
- Angus Glen Community Centre & Library
- Centennial Community Centre
- Markham Pan Am Centre (Regional Sport Facility)
- Cornell Community Centre
- Milliken Mills Community Centre & Library
- Thornhill Community Centre & Library

In addition, the City operates seven (7) "minor" community centres (less than 100,000 ft^2). These local-focused facilities[24] offer a variety of different activities, including organized sports and leisure programming, drop-in activities and multi-purpose public spaces:

- Armadale Community Centre
- Heintzman House
- Old Unionville Library Community Centre
- Rouge River Community Centre
- Thornlea Pool and Gym
- Stiver Mill
- Unionville Train Station

[24] Classification system excludes stand-alone arenas.

The City is also home to six additional centres (mostly smaller community halls) that are operated by volunteer Advisory Boards but owned by the City; these facilities are mostly used for local activities and gatherings ranging from meetings to weddings. They are not included in the needs assessment due to their unique profiles.

In terms of distribution, all study areas have at least one major City-operated community centre. West Markham stands out as having the highest per capita ratio at 1:111,700 for a major community centre. An additional population of 45,000 residents is forecasted for the Future Urban Area within West Markham.

Current Inventory	West Markham	East Markham*	Thornhill	South Markham	Total
Major Community Centres	1	2	1	2	**6**
Residents per Facility	111,700	48,500	57,600	37,300	**56,800**
Minor Community Centres	3	0	2	2	**7**
Residents per Facility	37,233	0	28,000	37,300	**48,700**
Board-operated Centres	1	2	1	2	**6**

Notes: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area.
Excludes Markham Pan Am Centre (Regional Sport Facility).
*Centennial CC is located on the boundary of East and West Markham, but has been attributed to East Markham.

Future Considerations

Markham's community centres are among the highest quality municipal facilities in Ontario – they are spacious, well designed, multi-purposed and located within areas of need. This is supported by Section 4.2.1.5 of Markham's Official Plan, which encourages the development of flexible multi-purpose facilities that can be adjusted to meet the varied needs of residents.

The City's model of developing larger multi-use community centres has been successful from both a user standpoint, as well as generating economies of scale in construction and operation. However, as the distribution of these facilities has improved with recent projects – and as the city begins to grow through intensification of existing neighbourhoods – adjustments to this model will be required. Over time, it is anticipated that the City will continue to strengthen its partnerships with other providers and that smaller local-level activity centres or community hubs (with flexible and multi-use spaces) will become the norm[25]. This shift towards neighbourhood focussed facilities was identified in the 2010 ILMP as a longer-term model, however, the horizon is now at our doorstep given the changes to the city's growth patterns and land economics. While major community centre development may still be appropriate in the northern part of West Markham, where low-density greenfield development is planned, facility development in existing communities and intensification areas will require new approaches.

The demand for community centres is largely driven by the need for major components, such as libraries, pools, arenas, gymnasiums, fitness centres, etc. An appreciation of these needs (discussed in the following subsections) is required to fully understand community centre requirements. Geographic

[25] The City's 2016 Digital Strategy recommends: "Build more collaboration hubs in city spaces, such as community and recreation centres, tailored to the user groups in that area."

distribution is also a key factor in determining needs as facilities are needed to support the development of complete communities. Section 4.2 of the Markham Official Plan states that "Community infrastructure will be focused in mixed-use neighbourhoods and intensification areas providing human services and cultural facilities required to meet the needs of people of all ages, backgrounds and capabilities."

Many growing municipalities have set targets of one major multi-use community centre for every 40,000 to 60,000 population, which generally coincides with the definition of a 'community' or collection of neighbourhoods. The City is currently providing one major centre per 57,800 residents. The 2010 ILMP applied a provision target of one "major" community centre for every 60,000 residents. "Major" centres include some combination of the following amenities: indoor pools, fitness centres, gymnasiums, program space, youth space, older adult space, ice pads and libraries. To meet long-term needs, and subject to the pace of growth to 2031, up to two (2) additional major centres may be required.

Projection of "Major" Community Centre Needs

Year	Population	Existing Supply	Provision Target 1 facility per 60,000 residents	
			Projected Needs	Surplus (Deficit)
2018	347,000	6	6	0
2031	460,200		8	(2)

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

An additional major community centre serving the northern portion of West Markham (also known as the Future Urban Area) – which is intended to accommodate approximately 45,000 residents and 16,000 to 18,000 jobs – should be a priority. The Angus Glen Community Centre & Library is located on the southern boundary of the Future Urban Area; however, as one of the City's busiest community centres, Angus Glen does not have capacity to fully serve an additional 45,000 residents at the full build-out of North Markham Future Urban Area. The identification of a site and land acquisition (if necessary) for an additional Community Centre in the northern part of West Markham should be made a priority well in advance of construction. There may be potential to develop a facility on lands shared with future schools, or to leverage sites already in City-ownership. For example, the Victoria Square Community Centre is an older facility on Elgin Mills Road East. As a small satellite facility run by a Community Centre Board, the centre is not able to meet current or growing community needs. However, Victoria Square has the potential to accommodate greater usage if it was rebuilt as a major community centre with additional components, multi-use spaces and partners (e.g., Region). Additional study should be undertaken to confirm the viability of this or alternate sites to serve the northern part of West Markham.

The northern portion of East Markham (around Bur Oak Avenue between McCowan Road and Ninth Line) also represents a potential gap in "major" community centre provision. The 2010 ILMP recommended a major centre for this area. However, the City's 2014 Official Plan shifted the expansion of Markham's urban area westward to the Future Urban Area (i.e., the northern part of the West Markham Service Area). Potential population growth

in the East Markham area is now slower than anticipated in the 2010 ILMP. However, in the context of resident concerns about the lack of a conveniently located major multi-use community centre in the Wismer area, the City may reconsider long-term needs in East Markham at the appropriate time.

As the City transitions to urban growth patterns and land costs increase, the large community centre model will also need to transition. One option is placing a greater emphasis on smaller, more neighbourhood-based community centres. The 2010 ILMP recommended a target of one "minor" centre for every 25,000 residents (including smaller Board-run centres). Application of this provision target suggests there is currently a shortfall of one "minor" community centre, growing to five (5) by 2031.

Projection of "Minor" Community Centre Needs (including Board-run facilities)

			Provision Target	
			1 facility per 25,000 residents	
Year	**Population**	**Existing Supply**	**Projected Needs**	**Surplus (Deficit)**
2018	347,000	13	14	(1)
2031	460,200		18	(5)

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

In the context of intensification, there is merit in re-defining the concept and building programs of future "minor"/satellite community centres. The existing "minor" community centres are largely legacy facilities from the 20th century, conceived and built around one primary function (e.g., ice rinks – facilities with large "footprints") with a few meeting/program rooms attached. Often inefficient to operate and maintain, such "minor"/satellite community centres should not be replicated.

Going forward, and particularly for **intensification areas**, Markham should develop a new model for minor / satellite community centres as appropriate responses in intensifying areas (such as Markham Centre, Langstaff Gateway, etc.) where land costs are high, communities are designed to be "complete" and walkable, and the "big-box" mall concept surrounded by extensive surface parking is not appropriate or sustainable. The new concept/building program – **"Neighbourhood Centres"** – should incorporate the principle of serving multiple purposes over time, through flexible design and accommodating multiple community partners. Planning for facilities in intensifying areas should occur as development applications are received and through the development of secondary plans. Collaborations with schools may also be considered, a concept that is supported by the Greenprint: "Schools can become flexible community resources, offering space to the broader community for recreation, leisure, programs and events." Furthermore, Section 4.2.1 of the Markham Official Plan states that "Markham will continue to work with its community infrastructure partners to develop new approaches to improve stakeholder consultation and the delivery of services and facilities, particularly in intensification areas, to ensure that community infrastructure continues to meet the needs of the growing community." *Reference should be made to Section 10 of this ILMP for additional considerations and recommendations regarding community facilities in intensification areas.*

Many of Markham's existing community centres such as the Armadale Community Centre, are located in areas of need and may require renewal and/or expansion to meet future requirements. In South Markham, both Armadale and the "major" Milliken Mills Community Centre, as aging facilities, require further review to understand the impact of the opening of the Aaniin Community Centre. Potential renovation and/or expansion of Milliken Mills will be considered by Council following two full years of Aaniin Community Centre's operation, while opportunities for repurposing or

reprogramming at Armadale should also be considered. In 2017, there were over eight million visits to the City's community centres **(an increase of over 53% since the 2010 ILMP)**, with Milliken Mills Community Centre being the most visited facility in Markham. A further consideration for this evaluation will be the proposed Milliken Centre Area of Intensification, at Kennedy and Steeles, which is anticipated to add upwards of 15,000new residents in close proximity to the Milliken Mills Community Centre.

It is recognized that the development, expansion and enhancement of community centres will be a significant financial challenge for the City. The Development Charge service levels for community centres are currently oversubscribed. Nevertheless, it remains necessary for the City to strive to keep pace with growth pressures and put plans in place to address future needs, noting that new models of delivery will be required. As noted in Section 11 of this Plan, the City will prepare **business plans** prior to developing or expanding major facilities to ensure that projects are aligned with community needs, facility capacities, partnership opportunities and financial capabilities.

Recommendations

Recommendation		Recommendation Status	Timing
#64.	Subject to the pace of growth within the **West Markham** area, advance the development of a "major" community centre and library by approximately 2026. The timing will be determined by Council based on considerations such as population growth, partnership opportunities and user patterns. A recommended location is the Victoria Square Community Centre which will address current and future service needs. A phased development approach may be required.	2010 ILMP – updated	2026 (to be confirmed through future study)
#65.	Monitor the pace of growth and development in the **East Markham** area and consider a major or minor community centre in the area east of McCowan Road in the vicinity of Major Mackenzie Drive. A phased development approach may be required.	2010 ILMP – updated	2029-2031
#66.	Implement a **new facility provision model (Neighbourhood Centres**) that reflects the realities of high-density residential communities, while ensuring convenient public access to needed spaces (e.g., flexible community spaces in private developments and schools). Partnerships, co-sharing of spaces, and other innovative opportunities and tools be pursued.	2010 ILMP – updated	Ongoing
#67.	Continue to undertake enhancements to **existing community centres** based on physical building and program demand requirements. An evaluation of needs and options for Milliken Mills Community Centre and Armadale Community Centre (e.g., repurposing or reprogramming) should be undertaken by 2021 following two full years of operation at Aaniin Community Centre, and prior to the forecasted population increase (17,000+) in Milliken Centre.	2010 ILMP – updated	2020

7.4 Indoor Aquatic Centres, Gymnasiums & Fitness Centres

Current State

The City of Markham operates indoor aquatic facilities at seven (7) locations:

- Aaniin Community Centre: 6-lane 25-metre pool, leisure tank and therapy pool
- Angus Glen Community Centre: 6-lane 25-metre pool, leisure tank and indoor splash pad
- Centennial Community Centre: 6-lane 25-metre pool, diving well with spring boards and tot-teaching pool
- Cornell Community Centre: 8-lane 25-metre pool, leisure tank, therapy pool and slide
- Markham Pan Am Centre: 10-lane 50-metre competition pool
- Milliken Mills Community Centre: 6-lane 25-metre pool with a tot-teaching pool
- Thornlea Pool (now operated by the City): 6-lane 25-metre pool

In addition, the City offers a small therapeutic pool at the Thornhill Community Centre. The Markham YMCA also contains an indoor pool that offers community access through memberships, day passes and occasional rentals. Various private operators also provide aquatic services throughout Markham.

The City of Markham offers gymnasiums at eight (8) facilities: Aaniin, Angus Glen, Armadale, Centennial, Cornell, Markham Pan Am Centre, Thornhill and Thornlea. Most of the newer facilities are larger gymnasiums capable of accommodating multiple activities at the same time. Local schools are a major provider of gymnasiums, with many facilities being available for community rentals and City programs.

The City of Markham offers fitness centres at five (5) community centres: Aaniin, Centennial, Cornell, Markham Pan Am Centre and Thornhill. All fitness centres provide exercise areas, free weights, and cardiovascular and resistance equipment; other components (e.g., squash courts), vary by location. The YMCA and private sector are also major service providers in the fitness field, with numerous locations throughout Markham.

West Markham has the lowest supply of all three facility types across the ILMP study areas.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Indoor Aquatic Centres	2	2	1	2	**7**
Residents per Facility	57,500	48,500	57,600	37,500	**48,600**
Gymnasiums	1 site (2 gyms)	2 sites (4 gyms)	2 sites (2 gyms)	3 sites (5 gyms)	**8 sites (13 gyms)**
Residents per Facility	111,400	48,500	28,800	24,800	**42,600**
Fitness Centres	0	2	2	1	**5**
Residents per Facility	0	48,500	28,800	74,500	**68,100**

Note: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area

Future Considerations

Indoor Aquatic Facilities

Swimming is an activity that is enjoyed by all ages and generally constitutes a base-level municipal service in most urban communities. A study commissioned by the Lifesaving Society (Canada's Drowning Prevention Authority) identified that new Canadians especially those living here for less than 5 years have a higher risk for drowning. Many believe that swimming is a life skill that everyone should learn. Markham supports this through the Swim to Survive program which provides free access to Grade 3 students who learn basic lifesaving skills if they were ever to fall into water unplanned. The City of Markham offers a range of programming choices, including swimming lessons, recreational and lane swims, leadership courses, etc.

The 2010 ILMP recommended a provision target of one indoor aquatic centre per 60,000 residents, which is the same as the "major" community centre target. Since that time, the City has built three indoor aquatic centres (Aaniin and Cornell Community Centres and the Markham Pan Am Centre) and assumed responsibility for operating the Thornlea Pool from the school board. The new Markham Pan Am Centre is included in this count as it is used by local swim clubs, in addition to events and competitions. Looking to the future, application of the provision target suggests that one (1) additional indoor aquatic facility will be required to meet long-term needs.

Projection of Indoor Aquatic Facility Needs

Year	Population	Existing Supply	Provision Target: 1 pool location per 60,000 residents	
			Projected Needs	Surplus (Deficit)
2018	347,000	7	6	1
2031	460,200		8	(1)

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

One indoor pool gap identified in the 2010 ILMP has been resolved through the development of the Aaniin Community Centre. One longer-term gap remains in the northern part of West Markham (the Future Urban Area). Although the Angus Glen Community Centre is located in proximity to the Future Urban Area, this facility is operating near capacity and further assessment will need to take place to determine if Angus Glen Community Centre is the appropriate site and whether it has the capacity to support future growth. Moving forward, consideration for additional pools should

include an understanding of the impact of the addition of the Aaniin Community Centre. Potential renovation and/or expansion to alternative pools should also be considered by Council following five full years of Aaniin Community Centre's operation.

As has been the case with all new construction, and/or expansions to, future aquatic centres should be multi-tank venues that can support a range of activities simultaneously.

Recommendation

Recommendation		Recommendation Status	Timing
#68.	Monitor growth and usage of **aquatic facilities** and evaluate the need for an additional aquatic facility within the future West Markham community centre.	2010 ILMP – updated	2026

Gymnasiums

Gymnasium sports continue to exhibit high levels of demand, especially among youth and younger adults who participate in traditional sports such as basketball, volleyball, badminton, etc. In Markham, there is considerable demand for gymnasiums from the immigrant population, including badminton, table tennis and the emerging sport of pickleball. Several of these sports are offered by the City through drop-in opportunities. With Markham becoming a regional location for the fast-growing sport of indoor pickleball, gymnasium space is at a premium not only during evening prime time, but also daytime.

The 2010 ILMP applied a provision target of 1 municipal gymnasium per 50,000 residents. Growing demand supports a slightly more aggressive service level and a target of 1 municipal gymnasium per 45,000 residents is now recommended. The following table presents an extrapolation of gymnasium needs based on this target. Two (2) additional municipal gymnasiums will be required to meet long-term needs, with the understanding that the City and/or community may also gain access to school gymnasiums to supplement this supply.

Projection of Gymnasium Needs

Year	Population	Existing Supply	Provision Target	
			1 gym per 45,000 residents	
			Projected Needs	Surplus (Deficit)
2018	347,000	8 sites	8 sites	0
2031	460,200		10 sites	(2)

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

Gymnasiums should be supplied in all new "major" community centres (e.g., the northern part of West Markham) and "Neighbourhood Centres" in intensification areas (e.g., Markham Centre, Langstaff Gateway, etc.), where space permits or with schools in a shared-use facility In addition, the 2010 ILMP recommended that the Milliken Mills Community Centre be examined for its potential to be expanded to house a gymnasium, which might require other space to be repurposed.

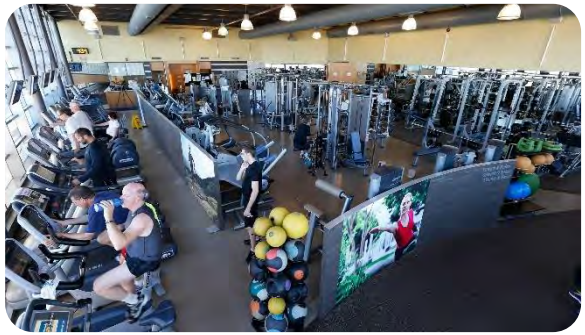
Recommendation

Recommendation	Recommendation Status	Timing
#69. Provide **gymnasiums** (double or triple) in all new or expanded "major" community centres (including the community centre proposed for the northern part of **West Markham** and any expansion of the Milliken Mills Community Centre in response to the Milliken Centre Secondary Plan) and in partnership/co-location with schools in intensified areas. Facilitate a shared-use agreement together with the School Boards to enhance public access to existing and future school gymnasiums. Municipal participation in co-location projects may be considered.	New	Ongoing

Fitness Centres

Fitness centres are equipment-based training clubs that include amenities such as treadmills, free-weight benches and other exercise machines. The City's fitness centres are a successful municipal service that provides introductory-level fitness facilities to residents of Markham. There are also many private fitness centres in our community. The provision of municipal fitness centres within "major" community centres is a complementary service to the active living programs provided by the City (including aquatic facilities) and allow the City to promote healthy living in an affordable manner. Trends indicate a steady to growing market for fitness centres, including group-based activities that require studio space. The City recently prepared a Fitness Review to guide future service delivery in this area.

The 2010 ILMP recommended a provision target of one fitness centre per 60,000 residents, which is the same as the "major" community centre target. The number of fitness centres has more than doubled since that time with the addition of spaces at Aaniin Community Centre, Cornell Community Centre and Markham Pan Am Centre. Application of the provision target suggests that up to three (3) additional fitness centres will be required to meet long-term needs.



Projection of Fitness Centre Needs

Year	Population	Existing Supply	Provision Target	
			1 fitness centre per 60,000 residents	
			Projected Needs	Surplus (Deficit)
2018	347,000	5	6	(1)
2031	460,200		8	(3)

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

Beyond those that have since been built, the 2010 ILMP recommended fitness centres in West and East Markham (now realigned to serve North Markham Future Urban Area) and in higher density residential developments (such as the one proposed for the Langstaff Gateway area). Based on community feedback, options for adding fitness / active living centres to Angus Glen Community Centre and Milliken Mills Community Centre should also be evaluated. The size and scope of each fitness location should be reflective of the needs within each specific community.

Recommendations

Recommendation		Recommendation Status	Timing
#70.	Perform a study to evaluate the need for additional **fitness centres and fitness programming** at new, expanded or existing community centres, including a review of partnership in Neighbourhood Centres.	2010 ILMP – updated	2022
#71.	**Update and revitalize all fitness centres** to be accessible to all ages and fitness levels. Establish indoor and outdoor spaces to accommodate fitness activities year-round.	New	2025
#72.	Conduct a **fitness centre membership review** that will meet the needs and emerging demands of users by conducting a fee structure analysis regarding a sustainable subsidy strategy, personal training fees and corporate memberships (including business and community partners).	New	2021

7.5 Arenas

Current State

The City of Markham currently has 10 indoor ice pads, located within 8 facilities. Single pad arenas are provided at R.J. Clatworthy Arena, Crosby Memorial Community Centre, Centennial Community Centre, Markham Village Community Centre, Milliken Mills Community Centre and Mount Joy Community Centre. Twin pad arenas are located at Thornhill Community Centre and Angus Glen Community Centre.

The City's arena supply (10 ice pads) has not changed since the Angus Glen Community Centre opened in 2005. Although there are several private arenas in surrounding municipalities, there are none in Markham.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Indoor Ice Pads	3	3	3	1	**10**
Residents per Facility	37,100	32,300	19,200	74,500	**34,100**

Note: Population source is 2016 Census, adjusted for undercount (City-wide population of 340,500); updated data is not available by Study area

Future Considerations

In 2010, Markham's arena supply was not being used to capacity and no additional ice pads were recommended at that time. In fact, the 2010 ILMP forecasted a slowdown in ice sport participation due to Markham's aging and diverse population. Since this time, the trend has been reversed and demand is rising. This can be partly attributed to the fact that the previous plan did not anticipate changing standards of play that have created increased ice time demand for skill development and practice time for competitive teams. Some Markham residents also play in Toronto leagues and use arenas outside the City (and vice versa for Vaughan residents served by Thornhill leagues), which complicates any projection of local participation and demand.

The City monitors ice demand through the annual ice allocation process; the ice allocation policy was last amended in 2016. Registration data from the 2017/18 season indicates that there are approximately 4,850 youth (Markham residents) registered in ice sports within Markham's arena facilities (e.g., minor hockey, ringette, figure skating, speed skating).[26] Registration data is not collected for adult groups as these organizations are not part of the ice allocation process; however, it is estimated that adult groups currently account for approximately 2,275 players. Overall registration in ice sports has increased by 28% since the 2010 ILMP – most of this growth can be attributed to increased demand for youth hockey (including learn to skate, skill development and competitive hockey). Discussions with arena user groups suggest that there have been increases at both the house league and competitive/rep levels and some organizations have wait lists. In addition, many competitive teams are seeking access to additional time for skill development and extra practice, which places greater pressure on the system.

[26] Note: these are residents only. Additional analysis may be required to capture more precise usage levels.

The 2010 ILMP established a provision target of one ice pad per 450 youth registrants. The City presently has an average of 485 youth at each ice pad, a level that indicates an arena system that is running near capacity during prime time hours during the traditional ice season. This finding is supported by the City's usage data (98% capacity during prime-time hours) and many user groups indicate that they are going outside Markham to rent ice time. To address a portion of their needs, many groups are also renting ice time at private venues outside of Markham.

The following table illustrates the demand for ice sports by applying the current youth capture rate to population forecasts and then dividing by the recommended participant-based target.

Projection of Indoor Ice Pad Needs

Year	Population (ages 5-19)	Estimated Youth Participants (8.2% participation rate)	Provision Target: 1 pad per 450 youth participants (ages 5-19)	
			Projected Needs	Surplus (Deficit)
2016	59,400	4,850	11	(1)
2031	71,280	5,820	13	(3)

2016 population source: 2016 Census, not adjusted for undercount
2031 population source: Region-wide estimates from the Greater Golden Horseshoe Growth Forecasts to 2041.
Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

Based on the recommended provision target, the City currently has a deficit of nearly one ice pad, growing to three ice pads by 2031. The combined requests of stakeholders consulted for this study suggested that the current need could be as many as three ice pads; however, our analysis suggests that this should be a long-range target. New arena development should be emphasized in East Markham, along with sites having good access to highway networks. New arenas may form part of a "major" community centre or built along with other community space to create a "minor" community centre. Private operators of multi-pad facilities could also be pursued to address gaps.

A strategy for addressing arena needs is required. While the City has traditionally been the provider of arenas in Markham, other municipalities are partnering with private and non-profit sector providers to meet needs. New models of arena development may be required to address needs in a financially sustainable manner, such as the divestment of single pad facilities in favour of multi-pad arena development, particularly in areas where land economic factors can assist in offsetting costs. As a degree of the current and forecasted demand is from regional organizations, discussions with adjacent municipalities may help to identify options for collaboration.

In addition to access to ice (including the shoulder months of April and September), many organizations are seeking dryland training space to accommodate the changing requirements associated with the evolution of sport and athlete development models. User groups suggested that new arena development should consider multi-pad design with full-size ice rinks (including lines for ringette) and accommodations for amenities such as dryland training space and appropriately sized change rooms. The minimum standard for new arena development is a twin pad facility, which offers maximum efficiency.

Recommendations

Recommendation		Recommendation Status	Timing
#73.	Prepare an **Arena Strategy** that confirms the directions contained within the Integrated Leisure Master Plan and defines an implementation strategy (with a focus on partnership options that meet demonstrated needs, including a transition from single pad to multi-pad facilities). The City's priority should be to facilitate private sector investment in building and operating a multi-pad facility.	New	2021
#74.	Assess the potential of existing arenas and other indoor recreation facilities to accommodate **dryland training space** (e.g., running tracks, fitness/studio rooms, small gymnasium spaces, etc.) suitable for youth ice organizations.	New	2020

7.6 Indoor Sports Facilities

Current State

The City offers community access to three (3) indoor turf facilities (Milliken Mills Soccer Dome, Mount Joy Community Centre; and St. Robert Catholic High School). In addition to these facilities, the private sector runs a sports dome at Father Michael McGivney Catholic Academy, as well as on City lands at Mount Joy Community Centre.

The City also operates four (4) indoor bocce courts at Centennial Community Centre.

Future Considerations

Indoor Turf

Soccer is becoming a four-season sport and the development of artificial turf indoor facilities is a widespread trend across Ontario. Indoor soccer appeals to a smaller market segment than the outdoor game, but has the potential to continue to grow in popularity, particularly with trends suggesting increased interest by adult participants. The demand for indoor turf facilities has been largely driven by an increased emphasis on year-round training, skill development and competition. Provincially, the number of indoor soccer players registered by the Ontario Soccer Association increased by 41% between 2006 and 2015 (compared to a 9% decline in outdoor registration in the same time period).

The 2010 ILMP noted the growth in indoor sports, particularly soccer, and supported the establishment of the dome at St. Robert Catholic Secondary School. The Plan established a provision target of one municipal indoor field per 100,000 residents and that demand be monitored, with a view toward adjusting this target in the future. Based on current growth, existing usage levels and input from stakeholders, this target is being adjusted to one indoor field (municipal, non-profit or private) per 75,000 residents. Application of this revised target suggests demand for one additional indoor turf venue by 2031.

Projection of Indoor Turf Facility Needs

Year	Population	Existing Supply	Provision Target	
			1 facility per 75,000 residents	
			Projected Needs	Surplus (Deficit)
2018	347,000	5*	5	0
2031	460,200		6	(1)

* Supply includes municipal, non-profit and private indoor facilities
2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

West Markham is the only study area without an indoor turf facility. Indoor sports fields are best provided at sites with outdoor soccer fields (potentially in partnership with schools and/or private operators) and do not need to be associated with community centres. Seasonal air-supported structures tend to be the preferred building form due to their lower initial cost and flexibility. The City may consider covering a turf field at a park or facility site, or it may evaluate potential partnership opportunities that may arise, such as the enclosure of fields at secondary school sites.

Indoor Bocce

Bocce is known for its popularity among the Italian community, particularly older adult males. Based on the limited market for bocce and questionable long-term viability, a provision target is not recommended. The indoor bocce courts at Centennial Community Centre are underutilized and may be a possible conversion candidate should higher order needs be identified. No additional indoor bocce courts are recommended. The City is encouraged to continue monitoring usage and membership trends.

Recommendation

Recommendation	Recommendation Status	Timing
#75. One **additional indoor turf facility** is recommended by 2031. To address future needs, the City may consider covering a turf field at a park or facility site in West Markham, or evaluating the potential to participate in partnership opportunities that may arise (such as the enclosure of fields at secondary school sites or collaborations with private sector).	2010 ILMP - updated	2029-2031

7.7 Age-specific Spaces

Current State

The City has one (1) stand-alone facility for older adults (the Markham Seniors Activity Centre) and four (4) major community centres with exclusive use older adult space: Aaniin, Angus Glen, Cornell and Thornhill. Each of these four (4) community centres also contain youth-specific spaces. In addition, the City offers extensive youth and adult programming out of shared spaces at other facilities.

Future Considerations

Older Adult Space

The older adult population is the fastest growing age segment in Markham and the demand for age-appropriate services and spaces is increasing. The aging baby boomers are fitter and more interested than previous generations in maintaining an active lifestyle, which is leading to greater participation in active recreation pursuits and demand for amenities, such as fitness centres, aquatic centres, gymnasiums and multi-use activity spaces. At the same time, there are many older or less active older adults that are seeking more traditional activities, such as cards, hobbies, travel and social opportunities.

Many immigrant older adults do not confidently speak English (Cantonese is the primary second language in Markham). This can lead to isolation, especially those with limited mobility or social connections. Programs and services at accessible locations such as community centres (as well as libraries, cultural venues, parks, etc.) are vital to engaging this demographic and reducing isolation.

The preferred provision model for older adult space is dedicated and/or shared space within multi-use community centres, which allows for extended programming to be delivered through common spaces such as gymnasiums, pools, etc. No additional stand-alone senior centres are recommended.

The 2010 ILMP recommended a provision target of one older adult facility location per 20,000 residents ages 55+; this target includes both stand-alone and dedicated space within community centres. Application of this target suggests a need for two (2) additional dedicated older adult spaces by 2031.

Projection of Older Adult Space Needs

Year	Population (ages 55+)	Existing Supply	Provision Target 1 facility per 20,000 residents (age 55+)	
			Projected Needs	Surplus (Deficit)
2016	94,715	5	5	0
2031	137,337		7	(2)

2016 population source: 2016 Census, not adjusted for undercount
2031 population source: Region-wide estimates from the Greater Golden Horseshoe Growth Forecasts to 2041.
Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

The geographic distribution of older adult space in Markham leaves a considerable gap in South Markham, where no facilities currently exist and population growth will create a particular need for additional older adult space in West Markham (e.g., North Markham Future Urban Area). Specific locations for these facilities will require further investigation; however, integration into existing or proposed community centres is the preferred approach. New older adult spaces should be a minimum of 3,000 ft^2, large enough to provide space for informal socialization and to contain a mix of shared and dedicated rooms that allow for multiple activities to occur at one time.

As recommended in the 2010 ILMP, the City prepared an **Older Adult Strategy** in 2017 in order to improve age-friendliness for all Markham residents. This Study provides a roadmap on how the City of Markham will respond to a growing older adult population over the next ten years with respect to municipal policies, service delivery, design standards and community partnerships. The Study focuses on six of the eight dimensions of age-friendly communities established by the World Health Organization. The City's goal of addressing a dimension related to the ILMP – outdoor spaces and buildings – is to ensure that there is equitable access to City roads, trails, pathways, parks and facilities for older adult residents through the implementation of sustainable community planning and infrastructure management.

Key outcomes for this goal from the 2017 Older Adult Strategy include:

- Improving the quality and coverage of seating nodes (i.e., rest areas) throughout the City.
- Improving the coverage and maintenance of public washroom facilities throughout the City.
- Aligning with Age Friendly practices to effectively manage facilities and infrastructure in Markham for all residents.

Other key recommendations of the Older Adult Strategy with relevance to the ILMP include:

- establishing the age of 65+ as the definition for older adults across all City of Markham programs and services
- development of an Ability-To-Pay model
- expanding partnership opportunities with York Region, Province of Ontario and other stakeholders to improve coordination of Older Adult Services in Markham

Youth Space

Youth are traditionally a very challenging market for municipal recreation departments to serve due to their wide range of needs, segmentation of interests, and matters of accessibility and affordability.

With these objectives in mind, many municipalities are placing a greater focus on unstructured drop-in activities. Not all youth want to participate in organized activities and sports programs; therefore, major municipal community centres should provide a place for youth to occupy their time constructively in a social setting. The City's youth population is forecasted to grow at a slower pace than many other age groups, which will temper longer-term space and service needs.

The 2010 ILMP recommended a provision target of one youth facility location per 10,000 residents ages 10 to 19; this target applies to dedicated space within community centres. Based on this target, the City is currently well supplied, although there may be demand for up to one additional dedicated youth space by 2031.

Projection of Youth Space Needs

Year	Population (ages 10-19)	Existing Supply	Provision Target: 1 facility per 10,000 residents (ages 10-19)	
			Projected Needs	Surplus (Deficit)
2016	40,320	4	4	0
2031	10% more		4.5	(0.5)

2016 population source: 2016 Census, not adjusted for undercount
2031 population source: Region-wide estimates from the Greater Golden Horseshoe Growth Forecasts to 2041.
Technical Report (November 2002) Addendum. Hemson Consulting Ltd. June 2013.

The City's newest community centres have included youth rooms and the 2010 ILMP contemplated them for future "major" community centres – one may be considered for the centre proposed for West Markham at Victoria Square. To enhance accessibility and the provision of affordable activity options close to home, opportunities to establish dedicated space for youth at existing centres may be considered on a case-by-case basis (e.g., Milliken Mills and/or Centennial Community Centre), as recommended in the 2010 ILMP.

Recommendations

Recommendation	Recommendation Status	Timing
#76. Continue to implement the **Older Adult Strategy** to respond to the changing needs and anticipated increases in demand attributed to the growing population of older adults.	2010 ILMP – updated	Ongoing

Recommendation		Recommendation Status	Timing
#77.	Continue to develop and provide **flexible multi-use spaces** for programs, events and rentals in new community centres. Provide (a minimum of 5,000 ft2) **multi-purpose/age friendly and non-exclusive activity spaces** in all new or expanded "major" community centres.	2010 ILMP – updated	Ongoing
#78.	Create a **Youth Strategy,** including dedicated space requirements in new and existing community centres, aimed at facilitating youth engagement and partnerships with youth service providers.	New	2022

8. ARTS & CULTURE SERVICES & FACILITIES

The cultural arts animate communities, build dynamic business environments and bring the community together in common interests, passions and talents. Cultural arts contribute to the quality of life for residents, as well as Markham's tourism economy.

This analysis adheres to the methodology established in the 2010 ILMP and has been influenced by public input, recent City initiatives, emerging trends and new demographic data.

'Culture' refers to local arts, cultural and heritage resources including, but not limited to, music, theatre, dance, visual arts, literature and heritage. The City's involvement in this sector is managed through the Department of Economic Growth, Culture and Entrepreneurship.

Current State

The City of Markham's major arts and cultural venues include the Varley Art Gallery, Flato Markham Theatre and Markham Museum, all of which are owned and operated by the City. The Gallery, Theatre and Museum are each supported by a Foundation / Advisory Board, with City Council as the voting members.

At the time of the 2010 ILMP, Culture Services were a department of the Commission of Community and Fire Services – Culture & Economic Development are now integrated in the new Department of Economic Growth, Culture & Entrepreneurship located within the Development Services Commission.

Culture in Markham, Culture Policy & Plan (2012)

Key guiding documents include:

- 2012 **Culture Policy & Plan**
- Section 4.4 of **Markham Official Plan**
- **Destination Markham**: Destination Markham will provide a strategy for how to promote the City as an attractive place for investment and business; a place where people want to visit; where residents boast about all there is to do, learn and see in their community; a place where talent wants to work, learn, play and live. The strategy aims to leverage city strengths to inspire active participation from its residents, visitors, investors, and current and future talent.

Canadian Index of Wellbeing

The Canadian Index of Wellbeing identifies participation in leisure and culture activities as one of eight contributors to better physical and mental health, and a creator of opportunities for socializing, relaxation and learning new things.

The Department's cultural mandate is centred on the following four business functions:

1. The Flato Markham Theatre (FMT)

Operating at virtual capacity, the Theatre serves more than 150,000 patrons annually. The Theatre delivers a Diamond Series of 50+ shows and performances plus a Discovery program that supports education and community outreach. Core business areas include:

- Diamond Series of 50+ shows and performances
- Summer theatre camps at FMT and in the community
- Discovery workshops and performances
- Theatre rental space
- Teaching and performance facilities for Unionville High School

2. The Varley Art Gallery

Responsible for actively promoting and celebrating the life and work of Frederick H. Varley and other Canadian artists, the gallery inspires local and national audiences to engage with art, culture and creativity. Core business areas include:

- Schedule of rotating themed exhibitions
- Summer, winter and March break camps
- Art classes and professional development
- McKay Art Centre show and studio space
- Public Art policy and program administration
- Serves as a cultural and creative hub

Varley Art Gallery Assets and Activities (2017)

Permanent Collections	
Permanent Collections (items)	568
% of works in the Varley Art Gallery Permanent Collection on display	8.6%
% of permanent collections works acquired/catalogued	100%
Acquisitions	
New works donated to the gallery during the year	26
New works purchased for the gallery during the year	3
Exhibitions Mounted	
Curated in-house	7
On loan from elsewhere	0
Annual attendance	
Programs	15,113
Exhibitions	11,577
Rentals	8,980
Education	4,451
Other (Walk in etc.)	4,005
Fundraising	419
Total Annual attendance	**44,545**

3. The Markham Museum

The Museum presents the history of Markham from First Nations to its founding by the Berczy settlers to today's diverse new residents by researching, showcasing and presenting the City's physical and built environment, tools and legacies. Core business areas include:

- Interpretive exhibits and presentations
- Summer, winter and March break camps
- Art classes and professional development
- Archives and restoration and preservation of historic buildings
- Private event rentals, storage and performance space for arts groups

Markham Museum Activities (2017)

Annual Attendance	
Public Programs	13,072
General Admission	6,444
Rentals	14,020
Education Programs	2,730
Special Events	9,724
Research	104
Interns & Volunteers	1,500
Community Outreach	2,420
Other	526
Total Attendance	**50,540**

Curatorial	
Permanent Collections	
Artifact	38,875
Archaeological collections	31
Archives (photographs/narrative)	38,733
% of Collections on Display (all means/locations)	10.2%
Acquisitions	
Donated or by transfer from another collection	45
Purchased	-
# of objects evaluated as part of collections review	n/a
# of objects removed from permanent collection	-
Exhibitions	
Permanent Exhibits (Outer buildings, South Gallery)	13
Temporary Curated In-House	1
Temporary on loan from elsewhere	3
Outreach curated in-house displayed elsewhere	4

4. The Public Art Program

The Public Art Program is in the process of developing a Public Art Master Plan that will help guide the program over the next several years. The current major public art installations in the City of Markham include:

- Cloudflower: Reflecting Community (2016) by Douglas Walker (Cornell Community Centre)
- For the Love of Sports and Art (2016) by Bill Crothers Secondary School students (Markham Pan Am Centre)
- Gambrel Journey (2015) by kpjones (Markham Museum)
- Monument to Benjamin Thorne (2017) by Les Drysdale (Thornhill Community Centre and Library)
- Monument to William Berczy (2016) by Marlene Hilton Moore (Berczy Square Park)
- Pan Am Public Art Project (2015) by Shane Cloud, Laurence Roberts and eight Unionville High School students (Markham Pan Am Centre)
- Quarry (2015) by Mary Anne Barkhouse (Toogood Pond)
- Shifting Landscapes - Henderson Bridge Mural (2015) by James Ruddle, with assistance by students and alumni at Markham high schools (CN Rail Bridge in Thornhill)

Public Art Activities (2017)

Permanent outdoor works in the Public Art (PA) collections	5
Temporary outdoor works in the PA Collection	2
Permanent outdoor works in progress	3
Indoor works in the PA Collection	229
Number of indoor works on display	75
Percentage of indoor works on display	32.6%

Public art installations are also developed pursuant to Markham's Public Realm Strategy. A recent example is the Seven Grandfather Teachings mural installed at the Aaniin Community Centre and Library to link Markham's newest community centre facility to Canada's indigenous narrative.

Recommendations

Recommendation		Recommendation Status	Timing
#79.	Encourage opportunities to **integrate cultural programs, spaces for creative pursuits and activities through shared spaces** within existing and future community recreation facilities, libraries and parks.	New	Ongoing
#80.	Complete and implement the **Public Art Master Plan**. Recognizing that public art connects residents to Markham's built and natural environment, the Master Plan will help with placemaking and will provide direction for future public art installations and programs.	New	Ongoing
#81.	Conduct a new **theatre feasibility study** to assess growth and determine future needs of the performing arts sector in Markham. This may include examining future infrastructure needs as well as programming demands.	New	2021
#82.	Establish a framework for governance, business plans, financial accountability, fundraising requirements and corporate policies for the **Flato Markham Theatre Foundation** to support programs, expansion of capital assets and infrastructure, and contribute to the development and sustainability of a vibrant performing arts community in Markham.	New	2020

9. PUBLIC LIBRARY SERVICES & FACILITIES

This section contains an assessment of public library needs extending to 2031, when the City's population is forecasted to reach 460,200 people. The analysis adheres to the methodology established in the 2010 ILMP and has been influenced by public input, recent City initiatives, emerging trends and new demographic data.

'Library' refers to the Markham Public Library system, which serves as a civic resource that promotes free and open access to information, materials, public gathering spaces and services to all members of the community to develop multiple literacies, advance knowledge, foster creativity, encourage the exchange of ideas, build community and enhance Markham's quality of life.

9.1 Service Delivery & Programming

The world is a fundamentally different place than it was when the Markham Public Library (MPL) was founded in 1971. As we move deeper into the 21st century, and the world continues to change at an accelerating and exponential rate, MPL, like public libraries everywhere, is adapting and innovating to keep pace with ever-expanding community expectations, interests, needs and priorities.

Markham Public Library is responsible for the delivery of library services through eight branches and its website. Administratively, it reports to the Markham Public Library Board and the Commissioner of Community & Fire Services. The Library's Vision is to be "the place where Markham comes together to imagine, create, learn and grow."

MPL is committed to providing exceptional library services through innovative business models that respond to resident needs and priorities, use resources efficiently and maximize return on investment for tax dollars. Markham's library branches serve as community learning hubs – accessible and inclusive places that strengthen neighbourhoods, connect newcomers, celebrate diversity, support local innovation and creativity, and advance Markham's position as an engaged, literate and digitally-skilled city. MPL services, collections and programs are focused on lifelong self-directed learning, development of literacy skills (print, media and digital), support of educational and career achievement, collaborative partnerships, technology that meets residents' learning, creative and business needs, and inclusive community development.

Strategic Themes

1. Connecting People & Communities
2. Digital Inclusion
3. Content That Transforms Lives
4. Community Learning Hubs

- Markham Public Library Strategic Plan (2015 to 2018)

As one of the most innovative and most efficiently operated public libraries in Canada, MPL's innovations include the award-winning C3™ (Customer Centred Classification) system, the Learning Place business model for library programs, and the Customer Service Revolution initiative which won the 2014 Gold Award for Innovative Management from the Institute of Public Administration of Canada and the Minister's Award for Innovation in 2015. MPL is also a library sector leader in the implementation of RFID-based self-service technology – in 2016, 84% of borrowing transactions were completed by customers through self-service options.

Public Libraries in Canada are responding to emerging needs in new and effective ways. In 2015, MPL prepared a Strategic Plan identifying key trends and factors influencing service delivery, including those related to economics (e.g., the knowledge economy), the digital world (e.g., digital literacy and innovation), learning (e.g., collaboration), lifestyle (e.g., high aspirations), content (e.g., eBooks) and place (e.g., community hubs). The Library's Strategic Plan was based on intensive community engagement and its community-based librarians regularly engage partners and the community in conversations through their outreach services. It marked a shift away from transaction as a primary mode of service to the creation of human-centered services and experiences. In recent years, MPL has recognized the need to offer non-traditional tools and resources, adapt and adopt new models of service, expand organizational skill sets and strengthen community relationships. These innovations have enabled MPL to effectively and intentionally continue to fulfill its mission to develop multiple literacies, support lifelong self-education and build community.

Through the ILMP consultation and research, it is evident that the needs of each library community across the City are different. Through MPL's customer-focused and collaborative service delivery model (including community outreach), the Library is able to extend their reach and serve as true hubs that foster a sense of community and belonging.

Within its facilities and programs, MPL delivers safe, vibrant and welcoming spaces for children, teens and the community at large. Despite the expansion of online and digital options, bricks and mortar branches remain popular and well-used. Borrowing of printed materials continues to grow, while programming and digital serves are on the rise. These findings align with broader library trends that suggest **an evolution from consumption to creation** and encourage the development of creative spaces, personal study and flexible open space, and non-traditional collections (e.g., games, toys, equipment, etc.).

Markham's recent library facilities have been designed with these needs in mind, such as enhanced study areas and a digital media lab at Cornell Library, and the co-work space and digital collaboration hub at Aaniin Library. Going forward, all branch designs (new/renovations) will include digital literacy as an organizing concept (as per the Digital Markham Strategy), and will be aligned with the "third place" strategy to support resident quality of life with welcoming, comfortable social gathering places that foster a sense of community belonging.

Recommendations

Recommendation		Recommendation Status	Timing
#83.	Keep pace with customer requirements within the Library's **digital branch** (website and related information technology supports).	New	Ongoing
#84.	Implement **Digital Markham Strategy** recommendations regarding the Library's role as "Markham's centre for excellence in digital literacy".	New	Ongoing

Recommendation		Recommendation Status	Timing
#85.	**Engage the community** on a regular basis to learn more about area-specific (neighbourhood) needs, generate awareness of library services and identify options for engaging new users.	New	Ongoing
#86.	Undertake a review of **library hours** every two to three years and regularly track information to assist in this review.	New	Ongoing
#87.	Work **collaboratively** with City of Markham Recreation Services in program and facility planning to maximize existing offerings, fill gaps and align efforts.	New	Ongoing
#88.	As a best practice, **engage library systems** in adjacent municipalities to assist in coordinating collections and services.	New	Ongoing
#89.	Regularly undertake **program reviews** to identify and evaluate opportunities that enhance and extend programming and partnerships.	New	Ongoing
#90.	Foster **social connections** both "in real life" through bricks-and-mortar library branches, applying "third life" and "community hub" principles, and through virtual library services.	New	Ongoing
#91.	**Look outward** – convening community conversations and embedding librarians with partners and organizations across the City – to develop a deeper understanding of the community landscape.	New	Ongoing
#92.	Focus on **creating, experiencing and celebrating the arts** in Markham through both cultural events and providing access, entry-level opportunities, and tools that foster the development of creative talents and interests.	New	Ongoing
#93.	Advance **civic engagement and civic literacies** through convening civic dialogue, and providing a platform for constructive and respectful civic engagement.	New	Ongoing
#94.	Advance **inclusion and belonging** by creating opportunities for people to experience, express, and celebrate cultures and diversity, ensuring that all members of the community are welcome, accepted and included, enabling them to fulfill their full potential.	New	Ongoing

Recommendation		Recommendation Status	Timing
#95.	**Build community capacity** for economic activity and resiliency by assisting the business community and assisting individuals to meet their economic, financial and career goals.	New	Ongoing
#96.	Support pathways to a **healthy community** — specifically physical, mental and emotional health — and foster health and wellness as a foundation to learning, full participation in society and quality of life. Provide access to resources, opportunities, and tools that foster health and wellbeing.	New	Ongoing
#97.	Foster **critical 21st century literacies**, including early literacy, digital literacy, scientific and numerical literacy, visual literacy, civic literacy, health literacy, environmental literacy, and financial and economic literacy as the basis of an individual's ability to participate fully in the economy, their community and wider society.	New	Ongoing

9.2 Library Space & Facility Strategy

Current State

Markham Public Library operates eight (8) physical library locations throughout the City, totalling 165,041 square feet of space and ranging from approximately 4,300 square feet (Thornhill Village) to 29,700 square feet (Angus Glen). Maps showing the location of municipal library facilities are contained in **Appendix D**. Since the 2010 ILMP, the Library has added two new library facilities (Cornell and Aaniin Libraries).

Markham Public Library – Library Branch Inventory

Library Branch	Study Area	Size (sf)	Characteristics
Aaniin	South Markham	20,000	Co-located with community centre
Angus Glen	West Markham	29,700	Co-located with community centre
Cornell	East Markham	25,000	Co-located with community centre
Markham Village	East Markham	29,500	Stand-alone
Milliken Mills	South Markham	16,865	Co-located with community centre
Thornhill Community	Thornhill	26,053	Co-located with community centre
Thornhill Village	Thornhill	4,283	Stand-alone
Unionville	West Markham	13,640	Stand-alone
TOTAL		**165,041**	

Markham's library facilities are well distributed, with two locations in each study area. In terms of space, the lowest per capita supply is currently in West Markham (0.39 square feet per capita in 2016). Based on a population estimate of 347,000, Markham is currently providing 0.48 square feet of library space per resident City-wide.

Current Inventory	West Markham	East Markham	Thornhill	South Markham	Total
Library Locations (#)	2	2	2	2	**8**
Library Locations (sf)	43,340	54,500	30,336	36,865	**165,041**
Square Feet per Capita (2016)	0.39	0.56	0.53	0.49	**0.48**

2018 population source: Region of York estimate (July 1, 2018)

Future Considerations

Strong library systems are the cornerstones of strong communities. Markham Public Library's Strategic Plan underscores this through its theme relating to "Community Learning Hubs", where it seeks to plan for the future, renew existing facilities, launch the Aaniin Library (completed in early 2018) and improve the experience. Markham's library facilities are operated to support resident quality of life with welcoming, inclusive places that foster a sense of community and belonging.

Markham Public Library has been purposeful in the planning and designing of new library facilities. In 2017, the Library participated in a study to explore how its library space and services are used by customers, which provided many learnings that can be applied to future library renewal and development.[27] For example, there is high demand for study space from student and children's space from families; space is needed not only to accommodate these uses, but also to ensure proper separation.

Increasingly, Markham's libraries are being designed to include additional gathering space and expanded seating options. There is also a shift toward digital media and technology such as Wi-Fi, makerspaces and media labs, and non-traditional collections. At the same time, demand for traditional library services remains strong (the 2017 CULC Space Use Study found that 36% of patrons reported borrowing a book as the primary reason for visiting the library).

With the development of the Cornell and Aaniin branches, the Markham Public Library continues to innovate its facility model and extend its reach. Fuelled by population growth, facility expansion and increasing demand for library services, MPL has witnessed strong growth in the total number of visits and circulation of library materials as illustrated in the following tables.

Markham Public Library Usage Data, 2011 to 2017

	2011 (6 branches)	**2017** (7 branches)*	**Difference 2011 to 2017**	
			Amount	%
Reported Population	315,800	356,720	40,920	13%
Library Materials Borrowed (including ebooks)	4,402,392	4,861,347	458,955	10%
In-Person Visits	2,122,986	2,396,149	273,163	13%
Program Attendance	68,914	140,723	71,809	104%

*Aaniin Library opened December 28, 2017. The impact of a full year of operations at Aaniin (our 8th branch) will be reflected in the 2018 KPIs.
Source: http://www.mtc.gov.on.ca/en/libraries/statistics_2017.shtml

[27] Brightsail Research and Consulting for Canadian Urban Libraries Council. Space Use Study: Brampton Library, Calgary Public Library and Markham Public Library. November 2017.

In-Person Library Visits per Square Foot by Branch Location*

Library Branch	Square Feet	2011		2017	
		Total In-Person Visits	# of In-Person Visits per Square Foot	Total In-Person Visits	# of In-Person Visits per Square Foot
Angus Glen	29,700	553,651	18.6	467,131	15.7
Cornell*	25,000	--	--	416,047	16.6
Markham Village	29,500	447,459	15.2	332,306	11.3
Milliken Mills	16,865	469,825	27.9	449,235	26.6
Unionville	13,640	294,790	21.6	313,012	22.9
Thornhill Community	25,053	266,300	10.6	360,867	14.4
Thornhill Village	4,283	90,961	21.2	57,551	13.4
Total	**109,102**	**2,122,986**	**19.5**	**2,396,149**	**22.0**

*Cornell Library opened in 2013. Aaniin Library opened December 28, 2017. The impact of a full year of operations at Aaniin (our 8th branch) will be reflected in the 2018 KPIs. Source: Canadian Public Library Statistics, CULC.

MPL regularly benchmarks its activities with other libraries in the GTA to look for improvement opportunities. The table below showed the Markham Public Library system to be performing very well in most of the areas compared.

2017 Benchmarking with Library Systems in the GTA

Library System	Annual In-Person Visits (per capita)	Annual Electronic Visits via Internet Access (per capita)	Annual Library Material Borrowed (per capita)	Annual Program Attendance (per capita)	Library Space per capita (per capita)
Brampton Library	2.74	4.95	6.70	0.19	0.29
Burlington Public Library	6.69	5.28	10.20	0.39	0.61
Mississauga Library System	5.89	1.10	8.00	0.21	0.45
Oakville Public Library	6.04	7.30	8.30	0.56	0.48
Oshawa Public Library	6.70	2.27	8.50	0.21	0.57
Richmond Hill Public Library	5.02	7.17	10.00	0.31	0.47
Vaughan Public Libraries	6.17	5.60	12.30	0.44	0.67
Average of Above Systems	**5.61**	**4.81**	**9.14**	**0.33**	**0.50**
Markham Public Library	**6.74**	**7.42**	**13.60**	**0.36**	**0.43**

The City is still very much in the growth stage and will continue to expand at a rapid pace for the foreseeable future. As such, the Markham Public Library will require a building programme involving the creation of new library buildings and expansion of existing facilities that will extend to 2031 and beyond.

In 2004, the Markham Public Library Board endorsed a target of 0.6 square feet of library space per capita and reaffirmed this through the 2010 ILMP. This is a service standard commonly used by public libraries across North America. At present, MPL is providing 0.48 square feet of library space per resident, with good balance across the City. A standard of 0.6 square feet of library space per capita remains relevant as a long-term target for the Markham Public Library and will be used to project space needs in this Master Plan. Given the current level of service in the City, it must be recognized that this standard is a longer-term target that will take some time to achieve. Furthermore, while efforts will be made to ensure an equitable distribution of library space and service locations to serve Markham residents, this space standard is not intended to be stringently applied to each community in the City.

The 2010 ILMP recommended that most new branches, particularly those in areas where sufficient land can be acquired (e.g., greenfield areas), be in the 20,000 to 30,000 ft² range. This neighbourhood branch model has been effective in the Cornell and Aaniin Libraries, although the demand for program rooms in particular can be significant. Co-locating libraries with municipal community centres remains the preferred approach (where possible) as this enhances user convenience and generates efficiencies and economies of scale.

It also recognized that new approaches to library provision in higher density areas undergoing residential intensification will be required. For example, there are several projects in the City of Toronto and other high growth municipalities of library space within condominium podiums (1st or 2nd floor), schools or urban storefront models that offer convenient locations with extended hours. Although the concept remains untested in Markham, MPL has been working on a service model for an urban storefront branch in preparation for the future.

Population growth will continue to place increasing demands on library services and space requirements. The following table provides the space requirements for library provision based on the population forecasts and the 0.6 square foot per capita standard being employed by this Master Plan.

Projection of Library Space Needs based on Recommended Provision Target

Year	Population	Existing Library Space (sf)	Provision Target	
			0.6 sf per capita	
			Library Space Needs (sf)	Surplus/ Deficit (sf)
2018	347,000	165,041	208,200	43,159
2031	460,200		276,120	111,079

2018 population source: Region of York estimate (July 1, 2018);
2031 population source: City of Markham, Planning & Urban Design Department, 2018 – Draft

With a current provision level of 0.48 square feet per capita and a target of 0.6 square feet per capita, the Markham Public Library is currently in a deficit situation of over 43,000 square feet. This deficit will grow to 111,100 square feet by 2031 unless further space is provided. There are several areas where the Library may choose to evaluate prospects for future library locations (as discussed below), including:

- Areas of residential intensification and growth (e.g., Markham Centre, Langstaff Gateway, etc.)
- North Markham Future Urban Area
- Geographic gap areas (e.g., East Markham, West Markham)
- Expansions to existing locations

A 20,000 square foot library serving Markham Centre was also recommended in the 2010 ILMP. Markham Centre is Markham's downtown core that is now forecasted to be home to about 50,000 residents and thousands of employees. Growth in this area has proceeded more slowly than anticipated, but is now occurring and the City has been seeking opportunities for siting the library in condominium podiums. Options for co-locating the facility with the York University Markham Campus were also explored but are no longer considered feasible. A working group has been established to explore and develop alternative approaches to collaboration for a future library branch in Markham Centre as a priority project.

The Langstaff Gateway Secondary Plan was approved in June 2010 and carried forward into the 2014 Official Plan. The Secondary Plan provides for a population of up to 32,000 residents and 15,000 employees, potentially served by the Yonge Subway Extension. Preliminary planning has proceeded on the expectation that there will be "complete community" facilities, including a full library branch. The delivery of library space is to be phased in with population growth.

Monitoring of development opportunities within the Leitchcroft community suggests that this area may also support future library services. Once more is known about anticipated growth in this or other residential intensification areas, needs should be assessed and alternate facility delivery models considered (e.g., partnerships, school co-locations, community hubs, etc.) that assist in the provision of community spaces and library services. *Reference should be made to Section 10 of this ILMP for additional considerations and recommendations regarding library facilities in intensification areas.*

It is suggested that libraries generally be located within 1.5 or 2.0 kilometres of all urban residential areas. Based on this measure, the area in West Markham generally west of Warden Avenue between Major Mackenzie Drive and Highway 7 represents a gap in service. In addition, the North Markham Future Urban Area is located in West Markham, to the north and east of this gap area. Secondary plans are well underway in this area and opportunities to create a shared site/facility with library, recreation and/or school uses are possibilities. Recognizing that the 0.6 square foot per capita target is not achievable in all areas of the City, if it were applied to West Markham, an additional 65,300 square feet of space would be required. While the Angus Glen Library may appear to be well-positioned geographically to serve future residents of North Markham Future Urban Area, it is already operating above capacity. There is strong current and future demand in this area to support one to two library facilities.

The area in East Markham generally bounded by Major Mackenzie Drive, Markham Road, 16th Avenue and McCowan Road is outside the catchment area of existing public libraries. The 2010 ILMP recommended a new library in East Markham (i.e., North Central) to address this gap, along with a new community centre. Due to a shift in population growth westward, the multi-use community centre in East Markham is no longer being recommended, although options for arena development in this area may be examined further (which could serve as a co-location opportunity). Opportunities to co-locate a new library branch with other municipal building projects in East Markham is now recommended. Provision options in both West and East

Markham should be further considered as it is unlikely that there will be sufficient funding to develop three libraries within these areas; however, a goal should be set to develop two new libraries across these study areas.

In response to high usage levels and pressure for additional space, the 2010 ILMP supported a 13,000 square foot expansion to the Milliken Mills Library as part of a broader community centre project. This option was studied through a Feasibility Study and Council provided direction to re-evaluate the need for expansion following two full years of operation at Aaniin Community Centre; this anniversary will be achieved in 2019. There remains local interest in moving forward with this project, which is further encouraged by the facility's close proximity to Milliken Centre (an area of intensification forecasted to accommodate in upwards of 15,000 new residents).

Recommendations

Recommendation	Recommendation Status	Timing
#98. The Markham Public Library should continue to utilize a **provision target of 0.6 square feet per capita** to guide future space needs. An additional 111,100 square feet will be required by 2031 to achieve this target. MPL should reassess the long-term space provision target to inform a library distribution plan that evaluates potential service gaps as identified from time to time.	2010 ILMP - updated	Ongoing
#99. Prioritize the establishment of a library branch (up to 20,000 ft^2) to serve the growing **Markham Centre** community. The delivery of library space is to be phased in with population growth. This branch may form part of a mixed-use development; partnership and non-traditional development approaches should be considered.	2010 ILMP - updated	2021
#100. Begin planning for the development of a library branch (less than 20,000 ft^2) to serve the growing **Langstaff community**. The delivery of library space is to be phased in with population growth. This branch may form part of a mixed-use development; partnership, school co-location and non-traditional development approaches should be considered.	2010 ILMP - updated	2026
#101. Develop one library branch to serve **West Markham** (approximately 20,000 to 30,000 ft^2) in conjunction with a major community centre. A location for this facility should be studied in the short-term, with the goal of securing land well in advance of construction.	2010 ILMP - updated	2026
#102. Monitor the pace of growth in **East Markham** for future consideration of a library (20,000 to 30,000 ft^2) branch in conjunction with a major or minor community centre.	2010 ILMP - updated	2029-2031

Recommendation	Recommendation Status	Timing
#103. Re-evaluate the demand for renewing and expanding the **Milliken Mills library** once the Aaniin Library is open for two years.	2010 ILMP - updated	2020
#104. Develop **alternative library service and funding models** (e.g., neighbourhood libraries, pop-up libraries, unstaffed kiosks, storefronts in intensification areas, etc.) for libraries in intensification areas (such as Markham Centre, Leitchcroft, Langstaff, Milliken Centre, etc.) and consider co-location with a range of community partners (e.g., cultural organizations, social service agencies, schools, malls, etc.). Consider these models at the planning stage of areas of significant residential intensification.	New	Ongoing
#105. Through space optimization and strategic renovations, **maintain existing facilities** as welcoming destinations and community hubs.	New	Ongoing
#106. Establish **flexible space** for programs/events, collaborative spaces, creative spaces and digital innovation within new and updated libraries, where possible.	New	Ongoing

10. INTENSIFICATION AREAS

Sections 6 to 9 of this ILMP Update provide recommendations regarding Markham's future parks, recreation, arts & culture and library services. These recommendations and related service standards rely upon sector benchmarks and strategies commonly applied within the suburban context (i.e., low density ground-based housing stock) across the Greater Toronto Hamilton Area (GTHA).

This section outlines the unique challenges of intensification areas, and provides an additional lens to be applied in the case of community master-planning for Markham's intensification areas.

10.1 Background

Over the last decade, Markham's built landscape has undergone a transformation. We are becoming more urban and less suburban. Specifically, across the City's landscape of primarily ground-based suburban housing, "cityscapes" – spikes of vertical growth – have emerged, with compact urban built forms (condominium towers and townhouses), diversifying the housing mix, increasing population density and putting pressure on existing systems such as road networks and recreation centres.

Markham as a Leader in Urban Planning Innovation

Preparation for this urban transformation has been many years in the making. Among GTHA municipalities, Markham has been one of the most progressive in adopting a "new urbanist" approach to planning. Planning for Markham Centre (the City's downtown) began back in the 1990s. The "new urbanist" Cornell neighbourhood was planned twenty years ago. Both planning exercises drew upon the expertise of global leaders in new-urbanist planning and were ahead of their time in terms of offering alternatives to the then existing growth patterns of unsustainable suburban sprawl.

Provincial Land Use Policy – Places to Grow

When, more than a decade ago, the Provincial government launched innovative and progressive policy for land use planning in the GTHA – The Growth Plan for the Greater Golden Horseshoe, 2006 – Markham was already ahead of the game as a leader in planning for sustainable growth. The 2006 Growth Plan provided a robust policy framework for building stronger, more prosperous and more sustainable communities by better managing growth in the GTHA. This visionary policy shift has driven more compact development patterns across the GTHA, a greater variety of housing types, more mixed-use development in urban growth centres, and greater integration of transit and land use planning.

Markham's Official Plan – Intensification Areas

Markham will continue to be one of the main engines of population increase in York Region. The City's 2014 Official Plan, developed to conform with the provincial Growth Plan, captured the provincial policy shift and directed Markham's growth to several future intensification areas:

- Regional Centres: Markham Centre and Langstaff Gateway.
- Regional Corridors/Key Development Areas: Yonge Steeles Corridor, Yonge North Corridor, Commerce Valley/Leitchcroft, Woodbine/404, Markville and Cornell Centre.
- Local Corridors: Markham Road Corridor (Armadale), Markham Road Corridor (Mount Joy)
- Local Centres: Thornhill Centre, German Mills Centre, Milliken Centre, Cathedraltown and Cornell North Centre.

The changes in built form and population growth associated with these intensification areas will require innovative approaches to the delivery of leisure and community services.

10.2 Planning Leisure Services for Intensification Areas

The ILMP Update process has provided an opportunity to develop and deepen our understanding of how people live in urban neighbourhoods. This understanding grounds our strategies for the delivery of leisure services that will ensure that Markham's urban neighbourhoods are well-designed and functional. Linking the timely provision of community infrastructure to urban growth early in the development process will ensure that our intensification areas are walkable "complete communities", offering a quality of life that is competitive in today's economic environment, attracting both the talent and the business investment on which the continued success of Markham depends.

To respond to the 2014 Official Plan policy direction for Markham's future growth, the ILMP Update provides further guidance, in addition to the Official Plan, to guide master planning in intensification areas across the City. These recommendations are intended to guide planning and future decision-making regarding the provision of parks, recreation, arts & culture and library services in intensification areas. They should be read in conjunction with the facility/amenity-specific recommendations provided in the balance of this plan (Sections 6 to 9).

Vertical Living Needs

The scale and intensity of growth in intensification areas drive the formation of urban/"vertical" lifestyles that differ in several ways to those of traditional suburban households. Neighbourhoods in Markham's intensification areas currently are characterized by high density concentrations of workers and residents living in mid to high-rise buildings. Residents include international students and postsecondary students sharing relatively small housing units. However, in terms of household composition, and in the context of housing affordability challenges, families are increasingly turning to condo ownership as places to raise their children, and the market is responding by

constructing more two and three-bedroom condo units. Condo amenities (see examples below) can include leisure-activity spaces; however, it should be noted that York Region's affordable housing apartment buildings do not provide condo-type amenities.

People living in intensification areas use public space differently to how people living in suburban areas use public space. The public realm becomes an extension of their homes – both because of smaller housing units and a desire to live an urban lifestyle, which depends on public amenities.

Potential Implications of Vertical Lifestyles

Leisure-Type	Suburban Lifestyles	Vertical Lifestyles	
		Considerations	Implications for ILMP Services and Facilities
Aquatics	Backyards provide space for outdoor pools. However, pool costs affect affordability. No qualified swimming instruction (unless private).	Condo amenities sometimes include indoor pools. However, no swimming instruction is provided.	Increased pressure on programs of swimming instruction at City aquatic facilities. Longer wait lists.
Cultural Facilities	Large "drive-to" cultural facilities.	Expectation of smaller "walk-to" and transit-accessible cultural facilities.	Need to develop concepts and business models for smaller cultural facilities to meet local needs.
Dog Ownership	Backyards provide space for play and dog waste.	No backyards. Some condo amenities include dog runs.	Increased pressure on parks, trails and off-leash areas for dog play, exercise and waste. This can lead to increased conflicts
Fitness	Housing units can provide space for indoor fitness equipment. No fitness instruction (unless private).	Condo amenities sometimes include fitness rooms. However, no instruction is provided (unless private).	Increased pressure on City and non-municipal fitness centres and training programs.
Indoor Play	Housing units typically include indoor play areas for children (family/recreation rooms)	Some condos are now providing indoor playrooms.	Increased pressure on indoor play areas in Community Centres and Libraries.
Indoor Recreation	Generally rely on drive-to access to large multi-purpose community centres for gym activities.	Condo amenities sometimes include recreation rooms. May need to rely on transit to access large multi-purpose community centres for gym activities.	Increased pressure on indoor gyms, etc. for the development of physical literacy and essential life skills. Longer wait lists.

Leisure-Type	Suburban Lifestyles	Vertical Lifestyles	
		Considerations	Implications for ILMP Services and Facilities
Indoor Social Gathering	Housing units typically are large enough for large gatherings of family and friends.	Condo amenities sometimes include social gathering rooms. However, they require fee-based booking and some may not provide space for informal drop-in social gatherings.	Increased pressure on informal drop-in social gathering spaces in Community Centres and Libraries, and parks/public realm.
Libraries	Generally rely on drive-to access to large library branches.	Expectation of smaller "walk-to" and transit-accessible library branches.	Need to develop concepts and business models for smaller libraries to meet local needs.
Meditation and Mindfulness	Activities can take place inside the home or in the backyard with plenty of space and quiet.	Limited space due to smaller housing units, more noise and less space.	More demand for outdoor spaces and access to public spaces that are engaging and inspirational.
Outdoor Activities	Backyards provide space for outdoor exercise, gardening and entertaining.	No backyards.	Increased pressure on parks for exercise and connection to nature. Site constraints on park sizes and availability of parks nearby.
Outdoor Play	Backyards provide space for outdoor children's play areas.	Limited backyards or other outdoor play opportunities.	Increased pressure on outdoor play areas in Parks, including playground, exercise stations, waterplay features.
Parks	Most people typically go to the park with their family on weekends.	Parks are used for daily activities – hanging out with friends, eating dinner, exercising, reading.	Increased pressure on parks on an everyday basis. Greater use of hardscape and plaza designs to accommodate more intense use and events.
Sports Fields	Large, land-intensive sports fields are commonly provided in community parks, situated in accessible locations and often associated with community centres and schools.	Parkland is generally not appropriately sized to accommodate multiple sports fields. In cases where land may be available, the use of artificial turf may be required to support high levels of use.	Increased pressure on existing spaces to accommodate modified versions of sport. Travel to other areas may be required to participate in organized sport.

Leisure-Type	Suburban Lifestyles	Vertical Lifestyles	
		Considerations	Implications for ILMP Services and Facilities
Study	Housing units typically provide space for study – dens, separate bedrooms for children.	Limited study space due to smaller housing units.	Increased pressure on libraries for study and the development of literacy and digital skills

Generally, vertical living for families and others results in a need for compensatory local access to municipal parks, recreation, arts & culture and library services.

Parks are crucial amenities for neighbourhoods, especially those lacking private green space, and community service facilities provide a foundation for a diverse range of programs and services that build communities, contribute to quality of life and act as neighbourhood focal points where people gather, work, learn, socialize and access services. ILMP facilities are essential to fostering complete communities. Playing a distinct and separate role from private amenity spaces that may be required as part of development, these facilities provide non-profit programs and services for local residents and community groups. They are fundamental components of a neighbourhood's liveability and must be planned for and provided in a timely manner to support future growth.

10.3 Keeping Pace with Growth in Intensification Areas

New space and facilities should keep pace with growth to ensure that residents and workers will be served by new, improved, and expanded community service facilities and resilient physical infrastructure. The City's ability to grow depends on responding in a timely and coordinated way to the demand for new or additional services and facilities.

The recommendations below are intended to provide a comprehensive approach to securing required infrastructure, ensuring collaboration amongst sectors and aligning strategic, capital and operational directions and decisions where possible.

Recommendations

Recommendation	Recommendation Status	Timing
#107. **Support growth in Markham's intensification areas** through community service facilities and public open spaces that support complete communities and the health of residents, workers and visitors. Consider alternative options in intensification areas (such as leases within buildings under development) to reduce costs of purchasing lands for stand-alone spaces.	New	Ongoing

Recommendation	Recommendation Status	Timing
#108. Where development is phased, include community service facilities as part of the **first phase of development** in intensification areas. To ensure timely provision, initiate assessment, capital planning and design of additional parks, recreation, arts & culture and library facilities early in the development process.	New	Ongoing
#109. Where appropriate, require development in intensification areas to accommodate **temporary community service facilities** until such time as the permanent community service facilities are constructed and outfitted.	New	Ongoing
#110. To ensure timely provision, **initiate assessment**, **capital planning and design** of additional parks, recreation, arts & culture and library facilities as part of the regular review of the ILMP and in advance of exceeding the capacity of current and planned facilities.	New	Ongoing
#111. Consider **innovative approaches/tools** to fund and provide community services facilities in intensification areas, including leveraging land value, incentivizing landowners (e.g., expedited approvals), partnerships with the Region (e.g., affordable/seniors' housing), municipal corporations pursuant to the Municipal Act, Section 37 contributions, cash-in-lieu of parkland, leasing vs. ownership, etc.	New	Ongoing

10.4 Community Design for "Complete Communities" in Intensification Areas

The recommendations for intensification areas below are based on the following assumptions:

- Development in intensification areas will be designed to provide for the creation of complete communities, as defined in the 2014 Official Plan.
- All neighbourhoods in intensification areas will provide walkable and transit-accessible access to a range of amenities, services and infrastructure that support complete communities. Regional recreation provision areas will further support communities City-wide.
- New buildings will fit within their existing and planned context, expand and improve the public realm, and include indoor and outdoor amenities for both residents and workers.
- Public spaces will be diverse, accessible, flexible, dynamic and safe, supporting year-round public life and setting the stage for daily social interaction and community building.

Recommendations

Recommendation	Recommendation Status	Timing
#112. Locate all parks and community service facilities in **highly visible locations** with strong pedestrian, cycling and transit connections for convenient access. Locate indoor facilities in **gateway building forms** to aid in identification of all public spaces.	New	Ongoing
#113. **Evaluate development based on the availability and provision of infrastructure** (community service facilities, parkland and open space) relative to the number of people it will generate to ensure the creation of complete communities. Assessing these elements, both on-site and within the surrounding area (including adjacent and nearby areas) will ensure that development contributes to complete communities.	New	Ongoing
#114. Require the Secondary Plan process in intensification areas to include the completion of a **Community Services, Facilities and Parks Plan**. The assessment study area will include, at a minimum, the site and block in which the development is located, as well as all of the surrounding blocks. A larger area of assessment may be required where the development intensity is greater than the planned context. In addition, development applications will have to undertake a Community Services, Facilities and Parks Plan if the application is in an area outside of the Secondary Study area described above (e.g., where employment areas are converted into a residential neighbourhood). Approval of Secondary Plans in intensification areas should be contingent upon the identification, in the Community Services, Facilities and Parks Plan, of: (a) the minimum service levels for parks, recreation (including indoor and outdoor recreation facilities), arts & culture and libraries within the community; (b) methods for securing these facilities, including the amount of land required and locations; and (c) a strategy to address the issue of the spillover of need for parks, recreation, arts & culture and library services into existing facilities in surrounding residential neighbourhoods, including the identification of an additional amount of land to be provided to the City in the surrounding area to respond to these spillover needs, such as sports fields.	New	Ongoing
#115. In the case of multiple landowners, consider the consolidation of all park requirements into one **central larger park**, to maximize green space opportunities for intensification areas.	New	Ongoing

Recommendation	Recommendation Status	Timing
#116. In intensification areas, encourage the creation of **privately-owned public spaces** – parkettes, plazas, dog runs/off-leash areas, courtyards or walkways – not to replace new public spaces, but to help balance density and provide places of retreat, relaxation and moments of reprieve from the bustle of city living.	New	Ongoing
#117. Design parks, recreation, arts & culture and library facilities in intensification areas as Neighbourhood Centres that are flexible, accessible, multi-use, inclusive and age-friendly spaces that provide **active spaces and people places**. This model allows for increased cross-programming and creates a critical mass that supports the facilities' role as community hubs and destinations. It also encourages facilities that can be adapted over time to meet the varied needs of different user groups.	New	Ongoing

10.5 Partnerships and Co-Locations

Innovative and integrated service delivery models are necessary to address parks, recreation, arts & culture and library needs in a growing and maturing Markham to promote cost-effectiveness, sustainability and the long-term viability of public investments. Schools are a community resource that serves not only as learning institutions but also as socio-cultural centres and a source of valuable community space that can be used by community members when school is not in session. City of Markham's positive experience in partnering with schools allows the exploration of innovative approaches with this and other sectors, such as the development community and community organizations.

Recommendations

Recommendation	Recommendation Status	Timing
#118. Encourage and promote the **shared use of schools** (e.g., gymnasiums) and adjacent parks and public open space for active sports fields.	New	Ongoing
#119. **Collaborate with School Boards** to develop standard terms to facilitate co-location and community access to City and school facilities and spaces.	New	Ongoing

Recommendation	Recommendation Status	Timing
#120. Locate partnered/co-located services in **partnership with developers** within resident/office/retail spaces.	New	Ongoing
#121. Encourage **partnerships and co-locations** between landowners and public agencies, boards and community-based organizations to support the improvement, provision and expansion of community service facilities.	New	Ongoing
#122. Encourage and promote community services and facilities providers to support the creation of **community hubs** in intensification areas.	New	Ongoing

11. IMPLEMENTING THE PLAN

This section identifies considerations for the full implementation of this Integrated Leisure Master Plan, including a process for monitoring and updating the plan. Financial costing of the 2019 ILMP Plan will be undertaken through the City's annual capital budget process as priorities are brought forward for review and consideration.

It should be noted that the development of a detailed-level financial strategy for implementation of the ILMP was not within the scope of the ILMP Update project.

It should also be noted that the recommendations of the 2010 ILMP are in many cases carried forward, into the 2019 ILMP or have become embedded as best practices. Otherwise, they may be considered superseded by the 2019 ILMP.

11.1 Implementation Tools

Sustained efforts should be made to implement these strategies through a variety of appropriate and acceptable means. The recommendations in this Plan are based upon community needs using forecasts of current population and anticipated growth. The full implementation of this Plan may require the pursuit of alternative funding and the establishment of various partnerships and cost-sharing agreements with community organizations, schools, agencies, developers and other partners.

By approving this Plan, the City is not bound to implementing every recommendation or providing facilities in the order, amount or timing indicated. Rather, this Plan provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined. If growth is slowed or accelerated, the timing of implementation may require adjustment. It is expected that the City will make decisions on individual projects and funding sources annually through the budget process.

The timing of the capital projects proposed in this ILMP Update recognizes the need for phased implementation. In some cases, the proposed timing may not align with the City's funding capacities on a year-to-year basis. As part of the annual budget process, this report should be reviewed to identify areas where the availability of resources may affect the timing of facility development. Project efficiencies, innovations, partnerships and alternative service delivery will be considered as part of project implementation.

Recommendations

Recommendation	Recommendation Status	Timing
#123. Develop a five-year rolling **parkland capital plan** that incorporates the latest ILMP provisions through new and renovated parks. Urban Design (Development Services) and Parks, Horticulture & Forestry (Community & Fire Services) will jointly develop the framework for the rolling plan in 2019, including an annual review on plan progress and adherence to the approved provisions.	New	2019 (framework) - Ongoing
#124. Conduct **feasibility studies, business plans, site assessments and/or public engagement** prior to developing or expanding major parks, recreation, arts & culture and library facilities to ensure that projects are aligned with community needs, facility capacities, partnership opportunities and financial capabilities.	New	Ongoing
#125. **Review City policies** that address community access to facilities, including active parks (e.g., allocation, user fees, affiliation, etc.) on a regular basis, ideally not exceeding four years.	New	2022
#126. Consider the ILMP in tandem with the City's **Official Plan policies** relating to community infrastructure, parks and open space system, arts and culture, environmental systems, urban design and other related topics.	New	Ongoing
#127. Develop and utilize a **formal partnership framework** to evaluate capital proposals from community organizations, with consideration given to the City's ten-year capital forecast and the City's capacity to participate in such projects.	New	2021 (develop framework), then Ongoing
#128. Continue to place an emphasis on **partnerships** with school boards, community agencies, places of worship, sports groups, private recreation facilities and/or ethnic-based clubs that strengthen services and accessibility.	2010 ILMP – outstanding	Ongoing
#129. As older community centres approach or reach their **renewal/redevelopment lifecycle**, the City should evaluate the ability to consolidate activities/programming where groups of smaller centres are located in order to maximize capital dollars, including the potential closure of one or more facilities. Programming and capital investment should be reflective of current and anticipated future demands.	New	Ongoing

11.2 Financial Considerations

Markham's policy of fiscal restraint has resulted in great success in terms of minimizing tax rate increases. At the same time, the City has been able to build new facilities and infrastructure to keep pace with growth and maintain service levels. The Cornell and Aaniin Community Centres and Libraries are recent examples of Markham's ongoing investment in community infrastructure.

Much like the 2010 ILMP approval process, each recommendation of the 2019 ILMP Update will be brought forward through the annual budget process for approval, within the following fiscal options:

1. Development Charges[28]. Parks development fees, Library and Recreation DCs (recognizing the deficit within the Recreation reserve).
2. Exploring partnership opportunities: Cost savings could be achieved through combining resources and co-locating with partners such as public schools, post-secondary institutions and social service providers (as per the Provincial community hub policy).
3. Section 37 of the Ontario Planning Act (Community Benefits)[29]: Section 37 currently provides municipalities with a planning tool that allows them to grant an increase in height and/or density and receive additional services, facilities and matters ("community benefits") from the owner of a contributing development. For example, in the case of a high-rise condominium development, space for community services and facilities (such as libraries, recreation facilities, community centres, cultural space, public meeting spaces and multi-use facilities) could potentially be secured as a Section 37 community benefit. However, it should be noted that contributions can also be directed toward a wide range of alternative community benefits such as public realm improvements and public art.
4. Leasing/Purchasing Spaces in intensification areas through negotiations between City and new condominium developments.
5. Private Sector or Partnerships to have others provide the needs of the ILMP. The City doesn't have to be the only provider.
6. Tax increases: However, Markham has a well-established and popular budget policy of enacting tax rate increases that do not exceed increases in the inflation rate. A departure from this policy appears unlikely.
7. Borrowing to fund community infrastructure projects: To date Council has not indicated an appetite for debt.
8. Provincial and Federal Grant Funding: Based on the City of Markham's successful track record in making the case and receiving grant funding in the past, Markham should continue to seek out and leverage current and future funding opportunities to fund recommended projects, such as new facilities or facility renovations.

[28] Through Bill 108 (introduced in May 2019 and currently in partial effect), the Province is proposing significant changes to the Development Charges and Planning Acts, among others. The proposed amendments will combine all growth-related parks, recreation and library charges – including development charges, cash-in-lieu for parkland dedication and bonusing provisions (Section 37 of the Planning Act) – into a single community benefits charge.
[29] Ibid.

9. Re-evaluating the requirement for and/or the timing of proposed infrastructure: For example, 2010 recommendations for the expansion and renovation of the Milliken Mills Community Centre and Library (MMCL) could be re-evaluated in terms of the impact of the opening of Aaniin on usage levels at the MMCL.

10. Reviewing the quality of infrastructure: The 2004 opening of the award-winning Angus Glen Community Centre and Library set an ambitious new Markham standard in terms of construction cost per square foot and the quality of its design and finishes. New infrastructure constructed at a lower cost per square foot could be successful functionally, but might not meet community expectations regarding quality.

11. Utilizing existing City-owned lands for facilities to reduce costs.

Recommendations

Recommendation	Recommendation Status	Timing
#130. Scope out and conduct a **detailed Financing Strategy** for the ILMP within the multi-year City budget.	New	2020 and Ongoing
#131. Where appropriate and consistent with municipal policies and priorities, encourage **cost-sharing partnerships and alternate funding sources** in the provision and delivery of facilities and services, such as (but not limited to) surcharges, fundraising, grants, sponsorships, Section 37 community benefits and various forms of collaboration.	2010 ILMP - updated	Ongoing
#132. Review the status of the Integrated Leisure Master Plan and priority projects as part of the City's **annual budgeting process**.	2010 ILMP - updated	Ongoing
#133. Ensure that the funding requirements for parks, recreation, arts & culture and library facilities are evaluated as part of the City's **multi-year budget** and that **lifecycle reserves** are maximized to address the replacement of aging infrastructure.	New	Ongoing

11.3 Monitoring and Updating the ILMP

The ILMP Update is a living document that will evolve over time. To ensure that facility priorities are up to date, review the ILMP every five years and update based on its progress, current data and emerging needs.

Trends change and often unforeseen factors emerge which create unanticipated increases or decreases in participation and which, in turn, may impact demand. Continued monitoring of the participation levels (as well as overall population figures) in local parks, recreation, arts & culture and library activities is necessary to identify changes and to assess the impact on the provision targets and capital recommendations. As a result, the direction of the Master Plan may need refocusing from time to time.

The ILMP's recommendations should be reviewed periodically to ensure that they remain reflective of municipal priorities and responsive to community needs. The best time to undertake a review is leading up to the development of the Development Charges (DC) Background Study. Recently introduced Bill 108 has proposed the introduction of a new Community Benefits Charge (CBC) Strategy to replace DC Studies for potentially ineligible infrastructure such as parks, recreation and libraries. Future ILMP Updates should be undertaken about every five years to coincide with DC or CBC studies.

Recommendations

Recommendation	Recommendation Status	Timing
#134. Re-establish a system for the **regular monitoring and reporting** of the Integrated Leisure Master Plan, including participation rates, customer satisfaction and other performance measures.	2010 ILMP – ongoing	2020
#135. Consider new **business intelligence tools** to assist in engaging the public, understanding user needs and future requirements using an evidence-based approach.	New	Ongoing
#136. Secure **growth-related funding** to offset costs for updating the ILMP and undertaking related studies (as growth in the City is driving the changes and demand for services addressed in the ILMP).	New	Ongoing

Appendix A – Status of 2010 ILMP Recommendations

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
General Service Delivery	1. Create a service delivery framework and funding model that is neighbourhood-based, as well as a facility and park provision model that will support this framework by providing a combination of neighbourhood-based and community-wide services and facilities.	●			Ongoing	Project-specific
	2. Ensure an equitable distribution of opportunities that supports a 'carbon neutral' focus, so that residents can access the services they want in their neighbourhood, and lessen need to travel to other neighbourhoods to use parks, recreation, culture, and library services.	●	●	●	Ongoing	Best practice
	3. Ensure that community planning incorporates the role of parks, recreation, culture, and library and that ILMP recommendations are incorporated into all planning processes.	●	●		Ongoing	Best practice
	4. Design and build parks, recreation, culture, and library infrastructure that supports sustainability (e.g., LEED buildings).	●	●	●	Ongoing	Best practice
	5. Continue to align with the Community Sustainability Plan.	●	●	●	In progress	Best practice
	6. The Development Services and Community Services Commissions should establish a process through which development applications in areas of residential and/or mixed use intensification are jointly reviewed with regard to parks and open space, community floor space requirements, and other potential community benefits. Markham's current Official Plan includes policies and provisions for negotiating community benefits in relation to increased height and density in accordance with Section 37 of the *Planning Act*. These policies should be updated and enhanced to assist Markham in obtaining certain facilities, services or matters which would not otherwise be secured under the provisions of the *Planning Act* or the *Development Charges Act*, and which may be of particular benefit to a specific area (or areas) within Markham or the Town of Markham as a whole.	●			Completed	Project-specific
	7. The municipality owns lands in Markham Centre that are intended for future public use (e.g., Urban Park, Markham Live), including possibilities for parks, recreation, culture, and/or libraries. Appropriate civic uses should be evaluated, determined, and/or further advanced, in keeping with the vision for this area and community needs.	●	●		In progress	Project-specific
Parks Services	8. Create walkable communities through the development of attractive, safe, convenient and practical walking trails (e.g., 'paths of desire') and sidewalks that connect neighbourhoods to local parks, recreation, culture, and library facilities and that make the choice to walk the preferred option for all residents.	●	●	●	In progress	Best practice
Recreation Services	9. Offer leisure opportunities locally by engaging community and neighbourhood stakeholders in planning and delivery.	●	●	●	In progress	Best practice

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
Culture Services	10. Position and develop cultural event planning in the context of community sustainability.	●	●	●	Completed	Best practice
	11. Undertake cultural mapping, develop cultural policies, and complete a cult so that Markham will lead and participate in the growing development of our cultural sector to enrich the quality of life, deliver opportunities for lifelong learning and engagement with our diverse communities, and to support the sustainability and economic goals of Markham. (see also recommendation 177)	●			Completed	Project-specific
Library Services	12. Prioritize lifelong learning as an objective for library programs and services.	●	●	●	In progress	Best practice
Community Centres	13. Undertake a Neighbourhood Recreation and Cultural Services Delivery Strategy that defines Markham's neighbourhoods and their characteristics, resources, needs, and program/facility options. This assessment should also examine municipal assets that are Board-operated (e.g., Box Grove and Cedar Grove Community Centres, Markham Village Train Station, etc.) to ensure that programming, community access, and organizational capacity at these facilities are appropriate. The provision and management of 'minor' community centres that serve as 'walk-to' neighbourhood facilities should also be considered as part of this planning process, particularly in response to areas undergoing residential intensification.	●	●		In progress	Project-specific
	14. Continue with plans to build the East Markham Community Centre & Library in 2011.	●			Completed	Project-specific
	15. Develop a 'major' community centre and library to serve Southeast Markham (Area D) by 2014, with planning commencing in 2011. An evaluation process should be initiated to confirm the most appropriate site and development strategy for this facility; this process may result in a need for Markham to acquire land at an alternate site.	●	●		Completed	Project-specific
	16. Begin planning for the provision of community recreation services to serve the growing Langstaff Gateway community (Area C) in or around 2023. Non-traditional approaches should be considered, including partnering with other delivery agencies or providing space within a mixed-use development (i.e., 'minor' community centre). Consideration should be given to combining service delivery with the library branch proposed for the area during the same time period.		●	●	In progress	Project-specific
	17. Well in advance of construction, acquire land for the development of a major recreation centre (greater than 100,000 ft²) to serve the growing North Central area of Markham (generally serving Area B, east of McCowan Road in the vicinity of Major Mackenzie Drive); a facility will be required in this area between 2026 and 2031. Consideration should be given to combining the development of this facility with a library branch; a phased development approach may be required.		●	●	Timeframe Not Reached	Project-specific
	18. Continue to undertake enhancements to existing community centres based on physical building and program demand requirements, including but not necessarily limited to the following: o Victoria Square Community Centre (conduct a feasibility study to consider facility renewal and expansion to accommodate meeting and multi-use space).	●	●	●	Further Review Required	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	o Milliken Mills Community Centre (potential addition of a gymnasium, seniors' space, youth space, fitness / active living space, and expanded library – see other sections of this report for more information). Further evaluation of this facility and the site's ability to accommodate an expansion of this magnitude should be determined through a feasibility study. o Armadale Community Centre (expansion to be guided through a feasibility study).					
	19. Enhance partnerships with school boards, community agencies, places of worship, sports groups, private recreation facilities, and/or ethnic-based clubs that strengthen services and accessibility and enhance opportunities for the residents of Markham.	●	●	●	In progress	Best practice
Ice Pads	20. No additional arenas are recommended during the next ten years (to 2019). Local demand and participation levels should continue to be monitored and assessed to determine needs beyond this timeframe.	●	●	●	Completed	Project-specific
Indoor Aquatic Centres	21. Develop an additional indoor aquatics facility to serve Southeast Markham (Area D) by 2014, in combination with the proposed 'major' community centre. This direction should be reviewed in the event that the CSIO project proceeds.	●			Completed	Project-specific
	22. Build, in partnership with the 2015 Pan Am Games, a 50m pool in the Town of Markham and pursue further recreation facility opportunities in the Town of Markham as a result of the Games.	●			Completed	Project-specific
	23. Provide a multi-tank indoor aquatics facility as part of the 'major' community centre proposed for the North Central area of Markham (generally serving Area B, east of McCowan Road in the vicinity of Major Mackenzie Drive) between 2026 and 2031.			●	Timeframe Not Reached	Project-specific
	24. Undertake an assessment of existing aquatic facilities to evaluate community demand and needs, provision requirements, and the need for renovations and upgrades.		●		Completed	Project-specific
Gymnasiums	25. Two additional gymnasiums are required by 2019 (excluding the gymnasium proposed for the East Markham Community Centre) and more will be required beyond this timeframe. Gymnasiums should be provided as part of all future 'major' community centres and opportunities to add gymnasiums to existing community centre sites should be investigated (e.g., Milliken Mills Community Centre).	●	●		Completed	Project-specific
Seniors' Space	26. Provide dedicated seniors' space (a minimum of 3,000 ft^2) and non-exclusive activity space in all new or expanded 'major' community centres, including the ones recommended for Southeast Markham (Area D) by 2014 and North Central area of Markham (Area B) between 2026 and 2031.	●		●	Completed	Project-specific
	27. Integrate dedicated seniors' space into 1 to 2 existing community centres (e.g., Milliken Mills Community Centre), particularly in those areas with considerable seniors' population and below average service levels. No new stand-alone seniors' centres are recommended.	●	●		Further Review Required	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	28. Work with local immigrant resource centres to enhance opportunities for volunteer engagement and after-hours access to community programming for all residents, not just those that are new to the country.	●	●	●	No Action	Best practice
Youth Space	29. Provide dedicated youth space (a minimum of 2,000 ft^2) in all new or expanded 'major' community centres, including the ones recommended for Southeast Markham (Area D) by 2014 and North Central area of Markham (Area B) between 2026 and 2031.	●		●	Completed	Project-specific
	30. Seek options to add dedicated youth space to Milliken Mills Community Centre and/or Centennial Community Centre.	●	●		Further Review Required	Project-specific
	31. Undertake additional outreach initiatives with school boards and youth organizations in order to maximize after-school recreational drop-in and programming opportunities in local schools.	●	●	●	In progress	Best Practice
Fitness Centres	32. Provide fitness centres in all new or expanded 'major' community centres, including the ones recommended for Southeast Markham (Area D) by 2014 and North Central area of Markham (Area B) between 2026 and 2031.	●		●	In progress	Project-specific
	33. Investigate options for adding fitness / active living space and/or programming to Angus Glen Community Centre and Milliken Mills Community Centre by 2019.	●	●		Further Review Required	Project-specific
	34. Markham should expand its focus in the fitness market to include a more inclusive active living concept that recognizes the health benefits of a physically active lifestyle. An up-to-date active living strategy should be developed to determine how this could best be accomplished. At this point in time, it is anticipated that increased delivery of active living services can be accommodated within existing multi-purpose rooms, fitness centres, and proposed future community centres.	●			Further Review Required	Project-specific
	35. Further study is required to determine the potential need and subsequent operational model for fitness components within future 'minor' community centres or those undertaken in partnership with other providers, particularly as these relate to areas undergoing significant residential intensification.	●			Further Review Required	Project-specific
Indoor Soccer Fields	36. Continue with plans to partner with the York Catholic District School Board to build and operate an indoor soccer/sports facility at St. Robert Catholic High School.	●			Completed	Project-specific
	37. To identify demand for future indoor soccer facilities, Markham should monitor local usage at its indoor fields and evaluate partnership possibilities with other parties.	●	●	●	In progress	Best Practice
Other Major Indoor Recreation Facilities	38. Continue with plans to develop the 4-court domed tennis facility at Angus Glen Community Centre and monitor its use over time to better assess long-term requirements for indoor tennis infrastructure.	●			Completed	Project-specific
	39. Identify and evaluate public-private partnership opportunities that would improve the availability of table tennis facilities and programs in Markham, in consultation with community providers.	●	●		In progress	Project-specific

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	40.	No additional indoor bocce courts are recommended during the Master Plan's ten-year projection period.	●	●		Completed	Project-specific
	41.	Municipal provision of gymnastics facilities is not recommended at this time.	●	●		Completed	Project-specific
Trails	42.	Continue to implement the Town of Markham *Town Wide Pathways and Trails Master Plan* through the proper allocation of project, operational, and maintenance funding and resources.	●	●	●	In progress	Best Practice
Soccer Fields	43.	Approximately 15.5 additional soccer fields (unlit equivalents) will be required by 2019 to meet a municipal-wide target of 128 fields (unlit equivalents; including school fields permitted by Markham; including fields proposed for the large sports park). These should be provided through new park construction, expansions or conversions at existing parks, or agreements with other field providers. A strategy should be developed to guide the Town's position on and investment in artificial turf fields and the lighting of existing sports fields.	●	●		In progress	Project-specific
	44.	Pursue the acquisition of approximately 40 hectares of land for a large sports park (e.g., several soccer fields, some with lights; possibly other sports as well, including cricket, rugby, and/or baseball) to accommodate local sport needs and sport tourism opportunities in the North end of West Markham (Area A) or East Markham (Area B), ideally co-located with a maintenance compound to ensure adequate storage space for maintenance equipment.	●			Further Review Required	Project-specific
	45.	Maintain and seek to enhance Markham's partnerships relative to the maintenance of municipally-permitted fields on school properties.	●	●		In progress	Project-specific
Ball Diamonds	46.	Consider including 3 to 4 adult-size ball diamonds at the recommended large sports park or in new community parks in the north end of Markham to satisfy growth requirements and demand to 2019, should demand at the adult level persist.	●	●		In progress	Project-specific
	47.	In cooperation with baseball groups, identify strategies and priorities for diamond improvements (e.g., installing lights, improvements to support infrastructure, etc.) in order to maximize the existing inventory of ball diamonds and extend usage opportunities.	●	●	●	Further review required	Project-specific
Tennis Courts (outdoor)	48.	Add 12 to 13 new courts (a mix of public and club courts) over the term of the Master Plan, with an emphasis on providing the majority of these courts in Areas A, B, and D to address existing gaps and areas of new residential development. Multi-use court designs that can accommodate other activities should be encouraged, where appropriate.	●	●		In progress	Project-specific
	49.	Review the condition and utilization of existing tennis courts in Thornhill (Area C) to determine if any can be re-purposed to other 'in-demand' uses.		●		Further review required	Project-specific
Basketball Courts (outdoor)	50.	Develop the equivalent of 3 full basketball courts (two half courts are equal to one full court) by 2019, with an emphasis on providing the majority of these courts in West and East Markham (Areas A and B) to address existing gaps and areas of	●	●		In progress	Project-specific

Subject Area	2010 ILMP Recommendations		2010-14	2015-19	2020+	Status	Type
		new residential development. Multi-use court designs that can accommodate other activities should be encouraged, where appropriate.					
Playgrounds	51.	As established in the Official Plan, continue to apply a target of one playground within a 400-metre service radius from all built-up residential areas, without crossing any major barriers such as waterways, railway lines, highways, etc. This will require the installation of playgrounds in new residential areas and existing gap areas, where possible.	●	●	●	In progress	Best Practice
	52.	Continue to retrofit playground equipment and surfaces to comply with CSA standards.	●	●	●	In progress	Best Practice
	53.	Establish minimum standards for barrier-free accessibility at municipal playgrounds and continue to locate barrier-free playgrounds in strategic locations throughout Markham.	●	●	●	In progress	Best Practice
Outdoor Aquatic Facilities	54.	Conduct facility assessments at the appropriate time to determine the viability of the existing outdoor pools. No additional outdoor pools are recommended.	●	●	●	In progress	Best Practice
	55.	Construct 5 to 8 new waterplay facilities by 2019; in order to achieve a goal of providing one waterplay facility in each major residential block (each being approximately 4 km^2). As a result, it is recommended that 2 to 3 new facilities be built in West Markham (Study Area A), 1 to 2 in East Markham (Study Area B), 1 in Thornhill (Study Area C), and 1 to 2 in South Markham (Study Area D).	●	●		In progress	Project-specific
Skate Parks	56.	Construct 4 community-level skate parks, one in each Study Area, to complement the existing Town-wide Skate Park at the Centennial Community Centre. The parks should provide intermediate level challenge and should be designed following consultation with the skateboarding community.	●	●		In progress	Project-specific
	57.	Consider opportunities to integrate micro skate parks (e.g., zones with fun boxes, rails, etc.) into neighbourhood-level parks in areas that have large child and youth populations and are not proximate to larger skate parks.	●	●	●	In progress	Best Practice
Bike Parks	58.	Establish a framework to guide the development of one freestyle bike park (dirt) in partnership with the community. This facility would serve as a pilot project to determine if additional facilities will be required in future years.	●			Further review required	Project-specific
Cricket Pitches	59.	Construct 2 additional cricket pitches by 2019 (one at the proposed Southeast Markham Community Centre site and one at the proposed large sports park in the north end of West Markham or East Markham).	●	●		Further review required	Project-specific
Off-Leash Dog Areas	60.	Support the creation of additional off-leash dog areas to better provide equitable geographic distribution of this facility type, including in Rouge Park. Off-leash dog areas should only be constructed if partners exist that are willing to maintain and operate these facilities; Markham's "Guidelines for Permanent Dog Off Leash Areas" should be promoted to interested groups. To mitigate potential conflicts, efforts should be made to establish off-leash areas in advance of nearby residential development.	●	●	●	In progress	Best Practice

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
Outdoor Ice Rinks	61. Markham should continue to support the Volunteer Outdoor Ice Rink Program and its municipal outdoor ice rinks, including the artificial rink proposed for the Civic Centre.	●	●	●	In progress	Best Practice
Culture Infrastructure	62. As part of the development of Markham's Cultural Plan (see also recommendation 177), examine the need for major facilities, such a large venue with seating capacity in the range of 1,500 to 6,000 seats.	●			Completed	Project-specific
	63. Examine the potential of existing community centres, libraries, and heritage buildings to accommodate flexible spaces for arts and cultural activities, events, and cultural presentations (to the greatest degree possible).	●	●	●	Ongoing	Best practice
	64. Provide space in new community centres suitable for arts and cultural programming and local activities, including the major community centre proposed for Southeast Markham (Area D).	●	●	●	Ongoing	Best practice
	65. Ensure that the design and/or retrofitting of large indoor spaces gives strong consideration to the accommodation of events and cultural presentations.	●	●	●	Ongoing	Best practice
	66. Working with the community, identify opportunities to utilize an existing multi-use space that can serve as a youth-friendly venue for live music.	●	●		Completed	Project-specific
	67. To address growing demand and alleviate pressure on existing parks, establish appropriate venues for large outdoor gatherings, community festivals, and special events; consideration should be given to the Southeast Community Centre Park Site and Rouge Park as potential sites.	●	●		Completed	Project-specific
	68. Continue to implement the Markham Museum Master Plan.	●	●	●	In progress	Best practice
	69. Promote the public display of local art by designating a municipal building (or buildings) suitable for their display.	●	●	●	Completed	Best practice
	70. Over time, seek opportunities to accommodate local cultural performances, public art, and areas for quiet reflection in selected parks.	●	●	●	Ongoing	Best practice
Library Facilities	71. The Markham Public Library should move toward the desired provision target of 0.6 square feet per capita through the implementation of the following capital projects (in order of timing):					
	a. Continue with plans to build the East Markham Library Branch (25,000 ft²) in 2011.	●			Completed	Project-specific
	b. Continue with plans to expand the Milliken Mills Library Branch (an additional 13,000 ft²) in 2012.	●			Further Review Required	Project-specific
	c. Develop an additional library branch to serve Southeast Markham (Area D) by 2014 (approximately 20,000 ft²). This is currently the most under-served and high needs area in Markham due to its lack of library space and socio-demographic profile (the area has a considerable number of multiple-family households, immigrants, and first generation Canadians; each of these factors are indicators of high demand for library and related services). The location of this community centre and library facility requires further evaluation.	●	●		Completed	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	d. Establish a library branch (approximately 20,000 ft²) to serve the growing Markham Centre community (Area A) in or around 2019. This branch may form part of a mixed-use development; partnership and non-traditional development approaches should be considered.		●		Timeframe Not Reached	Project-specific
	e. Begin planning for the development of a library branch (approximately 15,000 ft²) to serve the growing Langstaff community (Area C) in or around 2023. This branch may form part of a mixed-use development; partnership and non-traditional development approaches should be considered.			●	In progress	Project-specific
	f. Well in advance of construction, acquire land for the development of a library branch (approximately 30,000 ft²) to serve the growing North Central area of Markham (generally serving Area B, east of McCowan Road in the vicinity of Major Mackenzie Drive); a branch will be required in this area between 2026 and 2031. This branch may be combined with the development of a municipal community centre.			●	Timeframe Not Reached	Project-specific
Parks and Recreation Services	72. Work to develop and create appropriate public spaces and ensure provision for a range of community uses in intensified areas, including consideration of both conventional and non-conventional solutions and partnerships.	●	●	●	In progress	Best practice
	73. Adjust service delivery models to ensure that services and facilities are widely accessible in intensified areas.		●	●	In progress	Project-specific
	74. Give proper consideration to the parkland needs of future residents in areas of residential intensification by making the establishment and enhancement of parkland and trails a priority. For large developments, a blend of parkland and cash-in-lieu of parkland will likely be required in order to establish a suitably-sized park parcel for the development and to fund park improvements and/or off-site park acquisition.	●	●	●	In progress	Best practice
Culture Services	75. In intensifying communities, provide spaces that contribute to building social capital and placemaking as key components of building the cultural sector and public realm; such spaces may involve the development of creative partnerships with the private sector and developing communities.		●	●	Further review required	Project-specific
Library Services	76. Within higher density areas, library spaces should be considered to compensate for the more compact living style that will be experienced by residents in high rises.		●	●	In progress	Project-specific
General Service Delivery	77. Develop public and private partnerships that strengthen and model social cohesion, including those that align with knowledge-based institutions and draw on the expertise of post-secondary institutions locally and from across the globe.	●	●	●	In progress	Best practice
Parks Services	78. Ensure that the development of public spaces remains a priority to create a welcoming and beautiful community.	●	●	●	In progress	Best practice
	79. Develop active greenspaces to support active lifestyles.	●	●	●	In progress	Best practice
	80. Develop passive greenspaces accessible to employment areas to enable residents and employees to reflect and rejuvenate.	●	●	●	In progress	Best practice
Recreation Services	81. Provide Markham workplaces with opportunities for employee wellness and programs and to promote physical activity.	●	●	●	In progress	Best practice

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	82. Create the social and physical infrastructure to attract and retain business and industry.	●	●	●	Further Review Required	Best practice
Culture Services	83. Develop the creative sector capacity and entrepreneurship through cooperative programs with Economic Development.	●	●	●	Completed	Best practice
	84. Develop cultural mapping to better understand opportunities for greater synergies.	●			Completed	Project-specific
	85. Actively participate in research in order to increase intellectual capital and knowledge.	●	●	●	Ongoing	Best practice
Library Services	86. Design library spaces, services and programs to nurture learning and the human imagination, thereby supporting community prosperity in the creative and knowledge-based economy.	●	●	●	In Progress	Best practice
	87. Provide community places and "third place" destinations that enhance a high quality of life for all residents.	●	●	●	In Progress	Best practice
	88. Provide collections, services and programs that enhance quality of life, and help ensure that local creative culture flourishes and thrives.	●	●	●	In Progress	Best practice
	89. Provide welcoming civic gathering places for all residents, fostering a sense of community and belonging.	●	●	●	In Progress	Best practice
	90. Seek greater coordination with the Markham Small Business Resource Centre and knowledge-based institutions to enhance the library's role in providing business and employment support.	●	●	●	In Progress	Best practice
General Service Delivery	91. Develop a Place-based Community Building Framework that would allow and plan for a Town-wide approach to strengthening neighbourhoods and the public realm.	●	●		In progress	Project-specific
	92. Strengthen community participation and engagement in neighbourhood planning and in the delivery of programs and services.	●	●	●	Completed	Best practice
	93. Develop a Partnership Policy that addresses the need for and a common approach to partnership attraction, relationship management, retention and evaluation.		●		No Action	Project-specific
	94. Develop a Community Volunteer Management Program with linkage to the Community Engagement Framework.		●		Completed	Project-specific
	95. Build on recent successes and adopt a standardized system through which the Departments can collaboratively plan and execute a seamless delivery system (parks, recreation, culture and libraries). This would involve mapping socio and economic conditions, identifying geographical areas where services could positively impact community issues, mapping local assets (agencies, resources, and expertise), working collectively on problem solving, and developing solutions and evaluation criteria.		●		Further Review Required	Project-specific
	96. Consider a pilot whereby a neighbourhood is targeted to embrace a Place-Based approach and grow the concept once the pilot has been evaluated and changes made based on new learning. It is suggested that the pilot take place where there are pressing and evident community issues.		●		Completed	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	97. Evaluate the staffing mix to support a Place-Based approach and provide expertise on policy and resource development, training and facilitating the model.		●		In progress	Project-specific
	98. Review the Commission's current approach to partnership development and ongoing agreements with community and private partners with a view to a standardized approach, better supporting existing partners and expanding the partnership base in the delivery of services.		●		In progress	Project-specific
	99. Develop a grants policy and program that provides start-up funding to assist in initiating innovative and sustainable neighbourhood and place-based programs and initiatives, including increased advertising of existing programs and grant opportunities.	●	●		Completed	Project-specific
)	100. Develop a Place-based Community Building Framework, including policy, to embrace the principles and incorporate the community / neighbourhood-based model in certain areas of the program and service delivery system. Once fully implemented, this could result in: o activities that are grounded in a set a values articulating the capacity of people working together for mutual goals; o a greater sense of place and social cohesion; o the community's participation in determining required services, service goals, service delivery expectations and appropriate responses; o new types of partnerships and alliances with community organizations that have interests in specific service areas; o a sense of empowerment by community partners through providing meaningful contributions to the leisure delivery system; and o sustainability, in that solutions to community issues rely on what resources already exist in the neighbourhood.	●	●		Completed	Project-specific
	101. Assign the responsibility of trend tracking and data analysis to a designated individual or team that would produce information and advice to guide proactive planning. The trend analysis would focus on: o global, industry wide issues that will inform departmental planning; o provincial information that would be helpful in establishing operational standards and procedures, such as quality assurance and compliance with legislative requirements; and o community and neighbourhood requirements that should be considered when developing the program and service inventories that are specific to certain jurisdictions of Markham or that are unique to certain facilities and parks.	●			Further Review Required	Project-specific
General Service Delivery	102. Establish a Public Realm Policy and Guidelines.	●			Completed	Project-specific
	103. Implement the Town of Markham's Public Art Policy in order to promote the development and funding of public art for public spaces. This policy should	●			Completed	Project-specific

Subject Area	2010 ILMP Recommendations		2010-14	2015-19	2020+	Status	Type
		complement and be aligned with the Public Realm Policy. The public art implementation plan will be presented to Council in 2010.					
General Service Delivery	104.	Continue to place high priority on the subsidy program to reduce financial barriers to participation, including barriers related to transportation and equipment.	●	●	●	In progress	Best practice
	105.	Refine the Access and Financial Assistance Policy and Outreach Strategy to eliminate barriers and strive to ensure inclusiveness in all parks, recreation, culture, and library services and programs.	●			In progress	Project-specific
	106.	Include a statement in municipal publications (e.g., 'Markham Life') that the Recreation Services and Culture Departments and the Markham Public Library are founded on the principles of inclusion.	●			Completed	Project-specific
	107.	Develop a policy and staff training to ensure that municipal reports, publications, and marketing of key inclusion messages, make use of guidelines and methods as promoted by the Usability Professionals' Association (www.upassoc.org) as they relate to usability and plain language.	●			Completed	Project-specific
	108.	Engage in creative and a broad range of outreach efforts to deliver services to diverse groups (e.g., pilot programs) and engage a representative range of residents in the development of new and the review of existing programs and services.	●	●	●	In progress	Best practice
	109.	Ensure that staff are trained and aware of the supports available to engage and provide outreach to diverse communities (signers, translators, local champions etc.).	●	●	●	In progress	Best practice
	110.	Employ the use of Outreach Workers to promote awareness of the Town Markham's programs and services, form strong relationships, better understand leisure needs, co-develop needed programs and services, and work in partnership with organizations and institutions that support access, equity and inclusion.	●	●	●	In progress	Best practice
	111.	Work with community groups and stakeholders to expand their capacity to include all residents regardless of their backgrounds.	●	●	●	In progress	Best practice
	112.	Make it a policy and articulate the resources required to provide needed marketing, outreach, translation, signing and child-minding at community meetings in order to fully engage the community (where appropriate).	●	●	●	No Action	Best practice
	113.	Develop a policy that seeks to ensure that all advisory and project-related committees that support the work of the parks, recreation, culture and libraries represent the community they serve and include persons with disabilities, residents of low income, various age groups, a balance of male/female representation and cultural diversity (at a minimum).	●			No Action	Project-specific
	114.	Continue to provide a training program for all staff to gain the skills and competencies needed to enhance overall customer service and fully engage diverse populations. Expand this training to include staff, community groups and volunteer representatives from all departments involved in recreation, parks, culture and libraries.	●	●	●	In progress	Best practice

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	115. Execute an audit in parks, recreation, culture, and library facilities on a regular basis and in a systematic fashion to determine how parks and facility use is changing and how best to service the changing needs.	●	●	●	In progress	Best practice
	116. Post a list of organizations that provide support to diverse groups, including the goals and contact information of each organization, in 'Markham Life', other appropriate publications, and on the Town of Markham website.	●	●	●	In progress	Best practice
	117. Develop a public education and awareness campaign in Aquatics surrounding the need for all families to learn to swim including drowning and water incident prevention education. Targeted programs, presentations and assistance to families to access pools and swimming lessons should also accompany the public education plan.	●			In progress	Project-specific
	118. Consider the introduction of family programming (e.g., learn to swim; learn to skate) whereby families are encouraged to learn new skills together.		●	●	In progress	Project-specific
	119. Continue to foster the development of existing, new and emerging sport, cultural, recreational, and learning activities that may be popular with diverse populations and ensure that these opportunities are available to all Markham residents.	●	●	●	In progress	Best practice
	120. Continue to develop opportunities for all residents to learn introductory skills in sport, leisure, recreational and cultural opportunities that reflect the needs of a diverse community and encourage understanding and belonging.	●	●	●	In progress	Best practice
	121. Develop a public education, training and awareness campaign surrounding the need for all families to learn to ride a bicycle safely, including cyclist and pedestrian incident prevention education. Targeted programs, presentations, and assistance to families to access Markham's bicycle network and safe cycling lessons should also accompany the public education plan.	●			In progress	Project-specific
	122. Develop a Pricing Strategy that will include a balance of no cost/low cost programs and services that are accessible to all residents.	●	●	●	Further Review Required	Best practice
	123. Develop broad-based strategies to attract youth to programs and sports, including free youth leadership training opportunities for at-risk youth.	●	●	●	In progress	Best practice
	124. Develop simple but meaningful performance measures and social inclusion indicators with respect to the participation of diverse groups in leisure activities, and report out annually to Council, respective groups, and stakeholders.		●	●	No Action	Project-specific
	125. Develop parks and facility design criteria that would support the needs of Markham's diverse and changing population (e.g., blinds in pools, picnic shelters in parks, shade, benches and access to water on trails and pathways, shelter storage and water access for community gardens, etc.).	●			In progress	Project-specific
General Service Delivery	126. Ensure that Community Services continues to support efforts to protect and preserve clean air, land and water and encompasses parks naturalization, beautification, urban forestry targets, reduction of waste in facilities and parks, development of education and awareness through its facilities, programs and services, reduction of gas emissions through the use of trails for active transportation, the green fleet	●	●	●	In progress	Best practice

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	program, and the engagement of children and youth in protecting and enhancing the environment.					
	127. Upon the completion of Markham's Community Sustainability Plan, Community Services should host round tables with like-minded service providers to discuss playing a part in the implementation of prioritized actions.	●			In progress	Project-specific
	128. Establish programs that support litter less lunches in camps, litter less parks sites, zero waste, and increase recycling and environmentally friendly practices in facilities.	●	●		Completed	Best practice
	129. Include more interpretive signage along trails and in parks and facilities that speak to environmental efforts and the positive results of being environmental stewards.	●	●	●	In progress	Best practice
	130. Continue to place priority on energy efficiencies in parks and in facilities.	●	●	●	In progress	Best practice
	131. Continue to engage and recognize environmental groups and volunteers that support the stewardship efforts.	●	●	●	In progress	Best practice
	132. Promote and develop the production of locally grown food and the provision of healthy food options in publicly sponsored spaces. In addition, articulate the people infrastructure (staff, volunteers and local committees) and resources to sustain local food production and distribution.	●	●	●	In progress	Best practice
	133. Ensure that cultural heritage resources that cannot be retained are advertised for relocation or salvage opportunities prior to demolition to help divert materials from landfill sites.	●	●	●	Further review required	Best practice
	134. Create Sustainable Design Standards for consideration in new and redeveloped facilities and parks.	●			In progress	Project-specific
General Service Delivery	135. Develop an Integrated Service Delivery (ISD) approach including the Community Services departments and other stakeholders involved in recreation, parks, cultural, and library services delivery. The ISD approach is intended to use existing expertise to think collectively about priorities, develop solutions together, avoid duplication, and maximize existing resources. When developed, the Community Engagement Framework will guide the services delivered through an ISD approach.	●			In progress	Project-specific
	136. Provide needed training and ongoing support to the appropriate levels of staff on the introduction, principles and mechanisms of the Integrated Service Delivery approach.	●	●		In progress	Project-specific
	137. Pilot one project using Integrated Service Delivery and the Community Engagement framework. Based on community partnerships and outreach, refine the approach based on an evaluation.	●	●		Further Review Required	Project-specific
	138. In implementing the Integrated Service Delivery approach, work with any organizations that can meet Markham's inclusive philosophy and advance the quality of life for Markham residents (e.g., corporations, places of worship, social service agencies, community organizations, sports groups, etc.), in order to leverage knowledge and resources that can offset costs or supplement the needs of Markham.	●	●	●	In progress	Best practice

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
General Service Delivery	139. Review commission-wide and departmental policies and procedures to ensure their relevancy and alignment with corporate priorities, as well as their application to current community and operational requirements.	●	●	●	In progress	Best practice
	140. Develop a centralized audit process that articulates the legislative requirements of all of the departments in Community Services and test compliance on an annual basis, at a minimum.	●	●	●	In progress	Best practice
	141. Maximize the synergies and successes within parks, recreation, culture and library departments through joint planning, integrated delivery where possible, communications and the sharing of expertise and resources.	●	●	●	In progress	Best practice
	142. Develop opportunities to work more closely with post-secondary institutions to employ innovative research initiatives relative to Markham's leisure needs.		●		Timeframe Not Reached	Project-specific
	143. Articulate service delivery and staffing standards for all programs and services, including customer service standards, and post the standards on the website to ensure transparency in service delivery.		●		In progress	Project-specific
	144. Review the guiding principles, policies and procedures surrounding the allocation of public spaces, parks and facilities (including, but not limited to greenspaces, sports fields, meeting/activity rooms and gymnasiums) to ensure relevancy to current needs.	●			In progress	Project-specific
	145. Create a set of achievable service delivery targets and meaningful performance measures that identify resourcing inputs, service outputs, efficiencies and effectiveness of the programs and services provided through the Community & Fire Services Commission. Ensure that these measures are tied to the strategic priorities of the Corporation, the Commission, and the department, and that the results are communicated annually to Council, the public, and stakeholders.	●			In progress	Project-specific
	146. Develop and annually update a relevant and contemporary communications and social marketing plan for the Community & Fire Services Commission that addresses key messages, the respective audience, appropriate communications vehicles and the number of communications impressions. The plan should also look at cross promotion of key messages and information sharing opportunities with community groups and partner's communication vehicles.	●			In progress	Project-specific
	147. Facilitate leadership training for all staff involved with recreation, parks, culture and libraries and develop an annual Leadership Forum that sets about to share excellent and promising practices and inspire innovation surrounding the Town of Markham's Ten Key Leadership Actions.	●	●	●	Completed	Best practice
Youth Services	148. Refresh the Youth Strategy (i.e., 2010-2015) in concert with the other departments in the Community & Fire Services Commission to ensure that youth engagement, empowerment, and the resulting benefits to youth and the community continue to be a priority, including the provision of dedicated space.	●			No Action	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	149. Continue to meet the designation requirements of the "Youth Friendly Community" through the Play Works collective in order to promote successes in engaging youth and to address any gaps in the provision/enabling of youth services.	●	●	●	Further Review Required	Best practice
	150. Consider the use of Youth Outreach workers in engaging youth, promoting youth leadership and civic engagement, and developing relevant programs and services.	●			Further Review Required	Project-specific
	151. Inventory all opportunities available in Markham for youth and promote them utilizing current technology (Facebook, Twitter, etc.) and local neighbourhood communications vehicles.	●			Further Review Required	Project-specific
	152. Ensure that policies regarding staff use of technology align with the communication preferences of youth.	●			No Action	Project-specific
Older Adult Services	153. Refresh the Older Adults Plan to address the changing needs of residents 55 years of age and over and the anticipated increased demand due to the aging population and the resultant impacts on resources and service delivery, including programs delivered by others.	●			Completed	Project-specific
	154. Develop inclusion strategies for Older Adult segments (e.g., Older Adults; Seniors; Old Age).	●			Completed	Project-specific
	155. Through the Pricing Strategy, consider the gradual elimination of reduced rates for older adults in the 55 to 65 year age range. Offer financial assistance for those who cannot afford to participate in programs and services.	●	●		In progress	Project-specific
Physical Inactivity	156. Continue to work with community partners (e.g., Public Health, Education, Libraries, Social Services, sports groups, etc.) and create a Physical Activity Plan (one vision; all partners play their part) that sets about to increase the level, duration and intensity of physical activity for residents and in Markham workplaces. Further, specific targets should be set that include awareness and increasing physical activity levels. Ensure the Physical Activity Plan emphasizes physical activity opportunities that are flexible and respond to residents' preference for unscheduled drop-in activities.	●	●	●	In progress	Best practice
	157. Denote all 'active' programs publicized in 'Markham Life' with a symbol to demonstrate that the active choice will assist in improving physical activity levels.	●	●	●	Completed	Best practice
	158. Promote the benefits of being active in 'Markham Life'. Introduce physical activity information and interactive tools on the Town of Markham's web-site.	●	●	●	Completed	Best practice
Parks Services	159. Host a forum for stakeholders and staff in order to create interest in the development of great parks, create awareness, learn from other jurisdictions and inspire discussions on possibilities in Markham.	●			In progress	Project-specific
	160. Develop a strategy to evaluate the use and effectiveness of existing parks (e.g., Milliken Mills Park, Milne Dam Conservation Park, etc.) in terms of appropriate amenities and use.		●		In progress	Project-specific
	161. Seek the assistance of local clubs and shared leadership with residents and resident groups to increase the programming and 'animation' of parks.	●	●	●	In progress	Best practice

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	162. Work toward reinventing portions or entire parks or open/public spaces to create demonstration and feature parks (potentially one in each of the Markham's four study areas). Seek out alternate sources of revenue and partnerships to create, develop and sustain these feature parks.		●	●	In progress	Project-specific
	163. Articulate adequate maintenance and staffing standards through the Service Planning Project to support the parks inventory and test adherence to these standards annually.	●	●	●	In progress	Best practice
	164. Test park user satisfaction and maintain an 85% satisfaction level at a minimum.	●	●	●	In progress	Best practice
	165. Increase parks programming and stewardship through community engagement efforts (e.g., 'Adopt-a-Park' program, etc.) with a view to meeting local needs, providing 'walk to' opportunities and moving toward community-directed delivery at the neighbourhood-level over time.	●	●	●	In progress	Best practice
	166. *Complete a branding exercise for 'Markham Parks' and develop a visual identity and consistent parks signage that creates a stronger presence for the parks system.*	●			Completed	Project-specific
Parkland Classifications, Supplies, and Needs	167. Through the Official Plan Review and Update process, review the municipal parkland targets (Neighbourhood, Community and Town Parks) to address current circumstances (e.g., legislated dedication amounts, available funding, etc.) and community needs. These targets may be divided into parkland categories, as appropriate. The policy framework also needs to address Town policies, procedures and guidelines pertaining to highly urbanized parks in intensification areas.	●			Completed	Project-specific
	168. Develop and adopt a Parks/Green Space Classification Policy Document that creates a new and consistent parkland classification system that reflects the types of park and green space assets that have been built historically and are anticipated to be built as Markham urbanizes. Classification categories should be driven by use, purpose, setting and size. This new system should be used for classifying all parks, green space, and open spaces located in Markham and will serve as a general guideline for future development options. The Document shall address the role of parkland ownership (e.g., Toronto and Region Conservation Authority, Ontario Realty Corporation, etc.) and its management, including the use of Memorandum of Understandings to assure clarity.	●			Completed	Project-specific
Parkland Acquisition	169. Develop a Parkland Acquisition Strategy as a framework to achieve the municipal-wide provision target, recognizing that this target may differ from area to area. This Strategy should assess anticipated parkland dedication amounts and consider alternative parkland acquisition mechanisms to mitigate potential shortfalls.	●			In progress	Project-specific
	170. In conjunction with its Official Plan Review and Update process, conduct a review, update, and consolidation of the Town of Markham's Parkland Dedication By-law to ensure that it is consistent with current directions.	●			In progress	Project-specific
Non-Traditional Park Uses	171. Develop a Policy or Strategy for the provision/administration of community gardens, including land acquisition, governance, partnership evaluation, and site selection, among other areas to be determined.	●			No action	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	172. Continue to include park amenities such as shade, water and washrooms to accommodate use by older populations when designing new and refurbishing existing parks, trails and green spaces.	●	●	●	In progress	Best practice
	173. Explore the concept of parks as 'living community centres'. This may be achieved through the introduction of programming or improved 'animation' of parks to maximize their use. Activities might include (but not be limited to) movie nights, concerts, walking clubs, family pick-up games and activities, neighbourhood picnics, community gardens, brick bake ovens, markets and talent nights. Targeted capital improvements may also be required, such as amphitheatres, outdoor fitness/exercise features, seating and open lawn areas, etc.	●	●	●	In progress	Best practice
Rouge Park	174. Continue to work on achieving the goals and objectives of the Rouge Park initiative, particularly through the creation of an implementation schedule for addressing the recommendations presented by the Implementation Task Force (Final Report, October 20, 2008). The final report should be referred to for a full list of recommendations; however, the key ones as they pertain to infrastructure within the scope of this Master Plan include: o The RPITF recommends that the Rouge Park be requested to review potential locations for a large group picnic area, in the East Markham Rouge Park lands and that implementation be considered a priority (Recommendation #2.c.1 – revised October 20, 2009). o The RPITF recommends that in light of staff concerns regarding smaller picnic sites, the Rouge Park should carefully consider the location and number of these sites proposed. Consideration should be given to a celebration forest and an arboretum/horticultural garden area (Recommendation #2.c.2 – revised October 20, 2009). o The RPITF recommends that staff and the Alliance identify a location for an outdoor activity centre in Eastern Markham (Recommendation #2.e.1). o The RPITF recommends that staff and the Alliance identify a location for an outdoor cultural centre in Eastern Markham, for plays, music, nature lectures, and volunteer planting activity coordination (Recommendation #2.e.3). Additionally, integrate the Rouge Park as a key element of Markham's park system and promote its benefits to local residents.	●	●		Further review required	Project-specific
	175. Explore opportunities for heritage interpretation of natural features, First Nations, and human settlement in Rouge Park.	●	●	●	In progress	Best practice
	176. Work with the Rouge Park Task Force to implement the Heritage Appreciation and Visitor Experience (HAVE) Plan to further enhance and celebrate the heritage features of the park.	●	●	●	Further review required	Best practice
Culture Services	177. Develop a Cultural Plan, "Building a Creative Markham", by 2011 (see also recommendation 11). The Plan (which, once completed will form an addendum to the Integrated Leisure Master Plan) shall include the following elements:	●			Completed	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	• an inventory of unused buildings, heritage properties (e.g., Stiver Mill) and public spaces that can potentially be used to build on the cultural infrastructure of Markham; • a review of the need for a large venue with seating capacity in the range of 1,500 to 6,000 seats; and • strategies for the provision of multi-purpose and multi-disciplinary cultural centres for activities such as arts and crafts, performances, and community exhibits.					
	178. Continue to develop Markham's cultural venues as places of knowledge and entertainment in the sectors of expertise within the community.	●	●	●	Ongoing	Best practice
	179. Continue to develop and build the cultural capacity and infrastructure in Markham to keep pace with growth and needs through strategies and collaboration.	●	●	●	Ongoing	Best practice
	180. Contribute to placemaking efforts and building social capital through public art and development of public realm policies and strategies.	●	●	●	Completed	Best practice
	181. Continue to work with Economic Development on Creative City strategies that reflect the excellence and quality cultural experiences in Markham.	●	●	●	Ongoing	Best practice
	182. Align planning and service delivery with the neighbourhood-based approach and the development of creative hubs.		●	●	Completed	Project-specific
	183. Explore alternate revenue generation approaches for creating a funding stream for cultural infrastructure.	●	●	●	Completed	Best practice
	184. Position and promote the Civic Centre and surrounding assets as a cultural centre for Markham Centre.		●	●	Completed	Project-specific
	185. Support the development of a Special Event Policy for the Town of Markham.	●			Completed	Project-specific
Heritage	186. Seek opportunities for the re-use and renewal of heritage properties in Town of Markham ownership.	●	●	●	In progress	Best practice
	187. Preserve the heritage attributes of heritage properties in Town of Markham ownership through regular maintenance and restoration.	●	●	●	In progress	Best practice
	188. Continue to identify and create heritage conservation districts to protect and celebrate special heritage areas in the community.	●	●	●	In progress	Best practice
	189. Continue to preserve and protect heritage properties within the Town of Markham through heritage financial assistance program such as grants, loans and rebates.	●	●	●	In progress	Best practice
	190. Continue to use the "Markham Remembered" interpretive plaque program to celebrate and tell the stories of historical sites, people and events throughout the community.	●	●	●	In progress	Best practice
Library Services	191. Markham Public Library should continue to implement its balanced scorecard Strategic Plan, invest in key strategies and projects, improve the customer experience, and seek efficiencies throughout its operations.	●	●	●	In Progress	Best practice
	192. Align library service planning and delivery framework with the proposed neighbourhood-based approach.		●	●	In Progress	Project-specific

Subject Area	2010 ILMP Recommendations	2010-14	2015-19	2020+	Status	Type
	193. Ensure that library building programs in areas of residential intensification respond to needs for alternative community spaces for study, children's play spaces, and social activities. Consider partnerships as a means of delivering such alternative community spaces.		●	●	In Progress	Project-specific
	194. Support sustainability and prioritize lifelong learning – "mental fitness" – as objectives for library programs and services.	●	●	●	In Progress	Best practice
	195. Continue to develop the Library's placemaking role, with branches that foster a sense of community and stability, and offer an inclusive community gathering place.	●	●	●	In progress	Best practice
	196. Continue to implement self-service technology to improve customer convenience, keep pace with growth in material flow, and find operational efficiencies.	●	●	●	In progress	Best practice
	197. Continue to implement merchandising strategies (e.g., C3™ – Customer Centred Classification) to provide customers with better access to library materials.	●	●	●	Completed	Best practice
	198. Continue to develop the Virtual Branch concept, which provides 24 hour and 7 day per week access to virtual information resources. This strategy enables the Library to serve customers at home, school or work, and provides a customer service option that helps to relieve some of the pressure on physical infrastructure and staff resources.	●	●	●	In progress	Best practice
Sport Development	199. In partnership with the Markham Sports Council and other stakeholders, develop a Sport Vision and Strategy to establish goals and initiatives aimed at enhancing athlete and skill development and to guide the roles and responsibilities of all parties involved in community sport development.	●			Completed	Project-specific
	200. Continue to develop and build the sport and recreation capacity and infrastructure in Markham to keep pace with growth and needs through strategies and collaboration with community-based sports groups.	●	●	●	In progress	Best practice
	201. In concert with the Markham Sport Council, sport deliverers and support organizations, coordinate an annual forum to discuss the Sport for Life Model and its implications and application in Markham, with a view to creating one vision for sport development, sport for life principles and inclusiveness, and with each organization in the collective playing a contributing role to athlete development and lifelong sport involvement.	●	●	●	In progress	Best practice
Funding the ILMP	202. This Integrated Leisure Master Plan should be used as a resource in developing Markham's 10-year capital plan.	●	●	●	In progress	Best practice
	203. Markham should continue to seek partners and alternative funding mechanisms to supplement existing resources and to enable full implementation of the Integrated Leisure Master Plan's capital program.	●	●	●	Completed	Best practice
Monitoring and Updating the ILMP	204. Implement a system for the regular monitoring and reporting on the progress of the Integrated Leisure Master Plan.	●			Completed	Project-specific
	205. Determine if an update or a full review of the Integrated Leisure Master Plan is required in 2015.		●		Completed	Project-specific

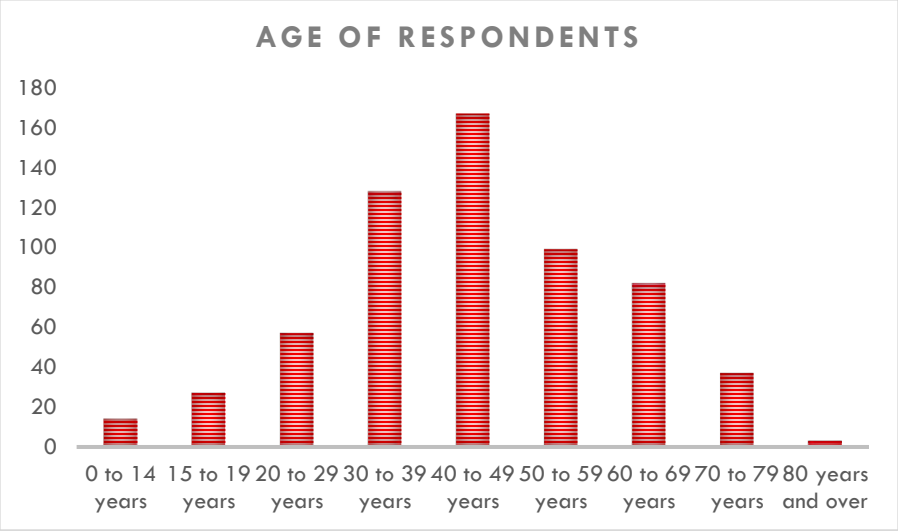
Appendix B – Community Survey Results

The ILMP Survey was distributed both online and in major community centres and libraries between March 20 and May 7, 2018. Overall, 631 responses were collected. As mentioned in Section 3.3, given the methodology of the survey, this sample size is not statistically significant. With this in mind, there are insights to be gained that support other surveys conducted as well as other trends noted as part of this update. Within the survey, participants were asked similar questions about different sectors of leisure provided by the municipality. These were multiple choice responses where respondents were able to select as many responses as illustrated their use or participation. They were given the opportunity to provide their own responses to the questions asked as well. Responses reflected a picture of current use of facilities and participation in activities, opportunities for increased participation and main barriers to participation for each sector included in this report.

Demographics

The age ranges of the survey respondents do not accurately reflect the population of Markham based on 2016 Census data; however, the survey was intended to be completed by residents age 16 and above (thus the needs of children were to be identified by adults within their household). The majority of respondents were between the ages of 30-49 years with 50-69 making up the next most prominent age group.

While difficult to discern, based on the responses, it is possible that 42 of the respondents live in a multi-family home and 186 live in the same house as their grandparents or adult children. Of those that live in the same house as other families, most are young adults (20-29).

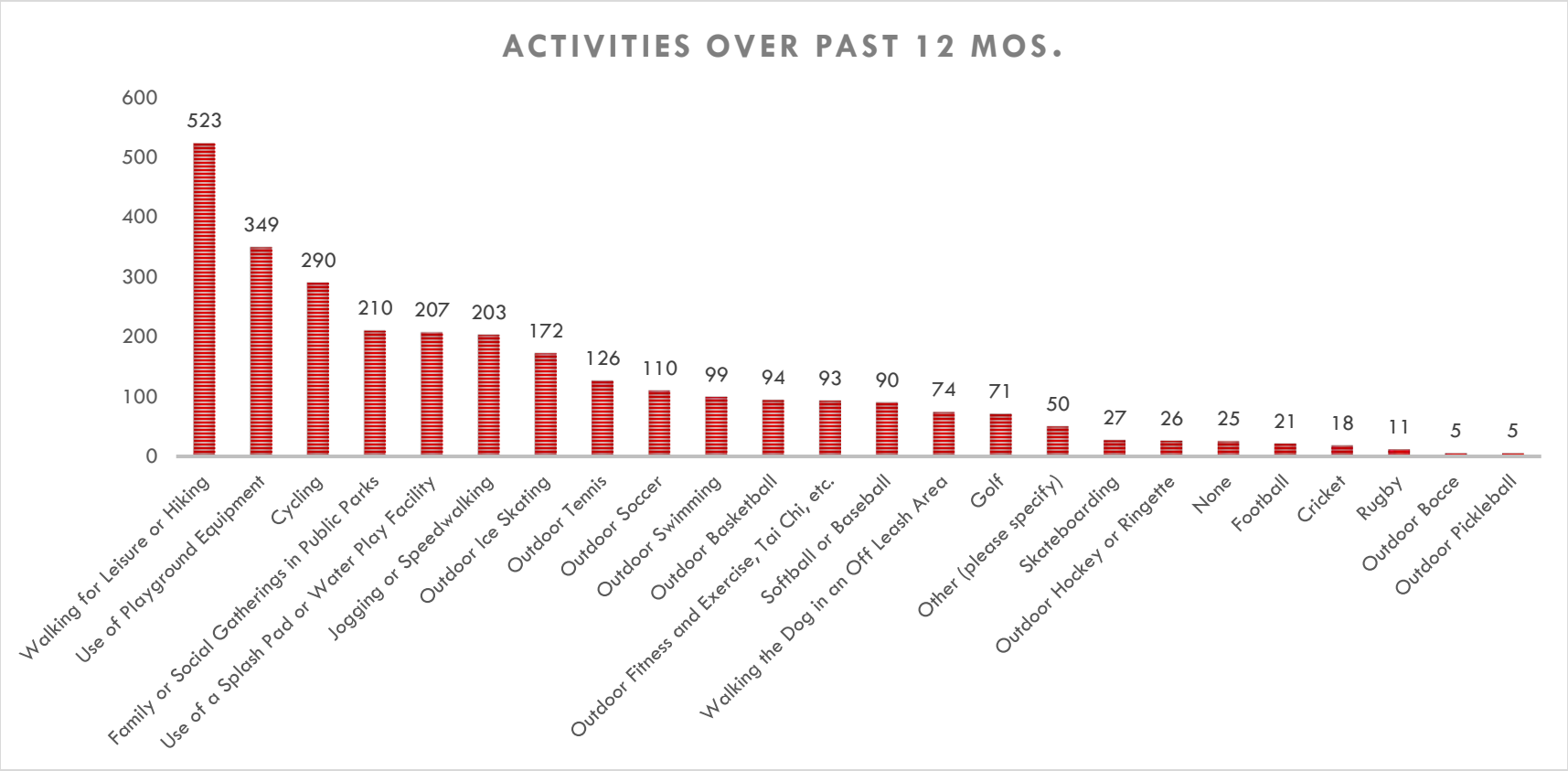


Age Range	1 Person	2 People	3 People	4 People	5 People	6 People	7 People	N/A
Under 10 years	124	93	12	3	1	0	3	106
10 - 19 years	113	81	14	0	2	0	2	90
20 - 34 years	96	80	18	2	1	1	3	65
35 - 54 years	92	282	7	1	1	0	2	40
55 years and over	88	202	5	5	0	0	2	52

1. In the past 12 months, have you or anyone in your household participated in any of the following parks or outdoor recreation activities?

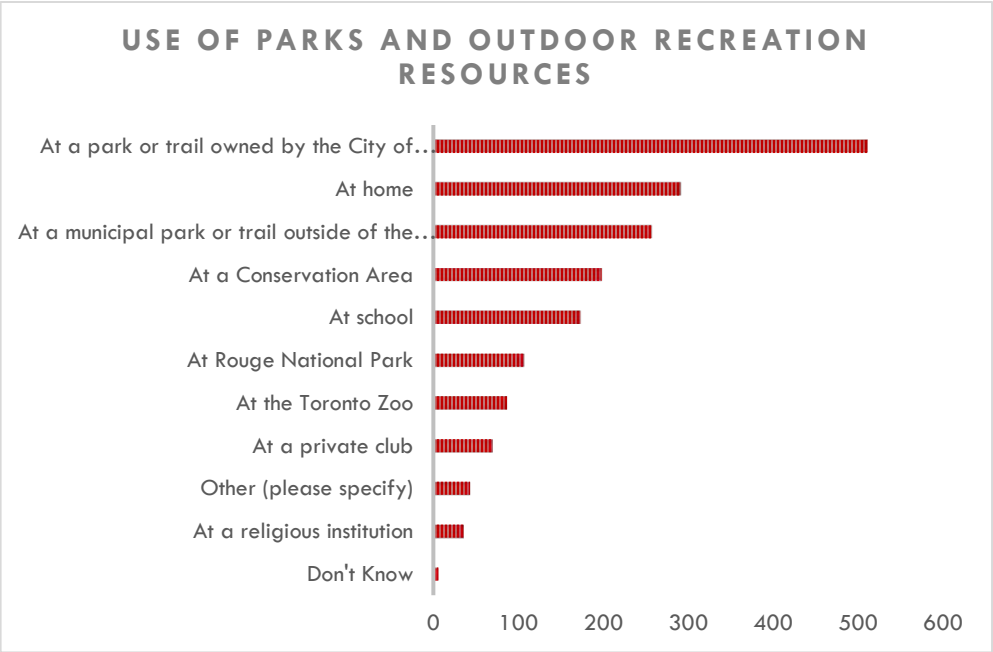
The survey responses reflected a high use of parks and amenities in the pursuit of activities that are self-directed in nature. Activities that are scheduled or based on facility usage were not as high.

Top 5 Activities	Count of Responses Total Responses: 629	% of Responses
Walking for Leisure /Hiking	523	83.2%
Playground Use	349	55.5%
Cycling	290	46.1%
Family/Social Gatherings	210	33.4%
Splash Pad/Water Play	207	33%



2. Where does your household tend to participate in your parks and outdoor recreational activities most of the time?

Most survey respondents participate in these activities in City of Markham parks or in their own neighbourhoods. Most participants indicated using easily accessible sites for outdoor recreation when possible. The open-ended responses reflected this as well – most participants were best able to participate in their chosen activities in their own neighbourhoods and other municipally-owned locations or at provincial parks.



3. Are there any parks and outdoor recreation activities that you or other members of your household cannot do as often as you would like?

Participants reflected the opportunity to provide outdoor recreation activities linked mainly to facilities and infrastructure. While many residents enjoy walking or hiking and cycling, there are still opportunities to improve through increased trail accessibility, connectivity and infrastructure. Additionally, the majority of top activities indicated as missed opportunities for participation are directly linked to specific facilities like swimming, ice pads and tennis courts.

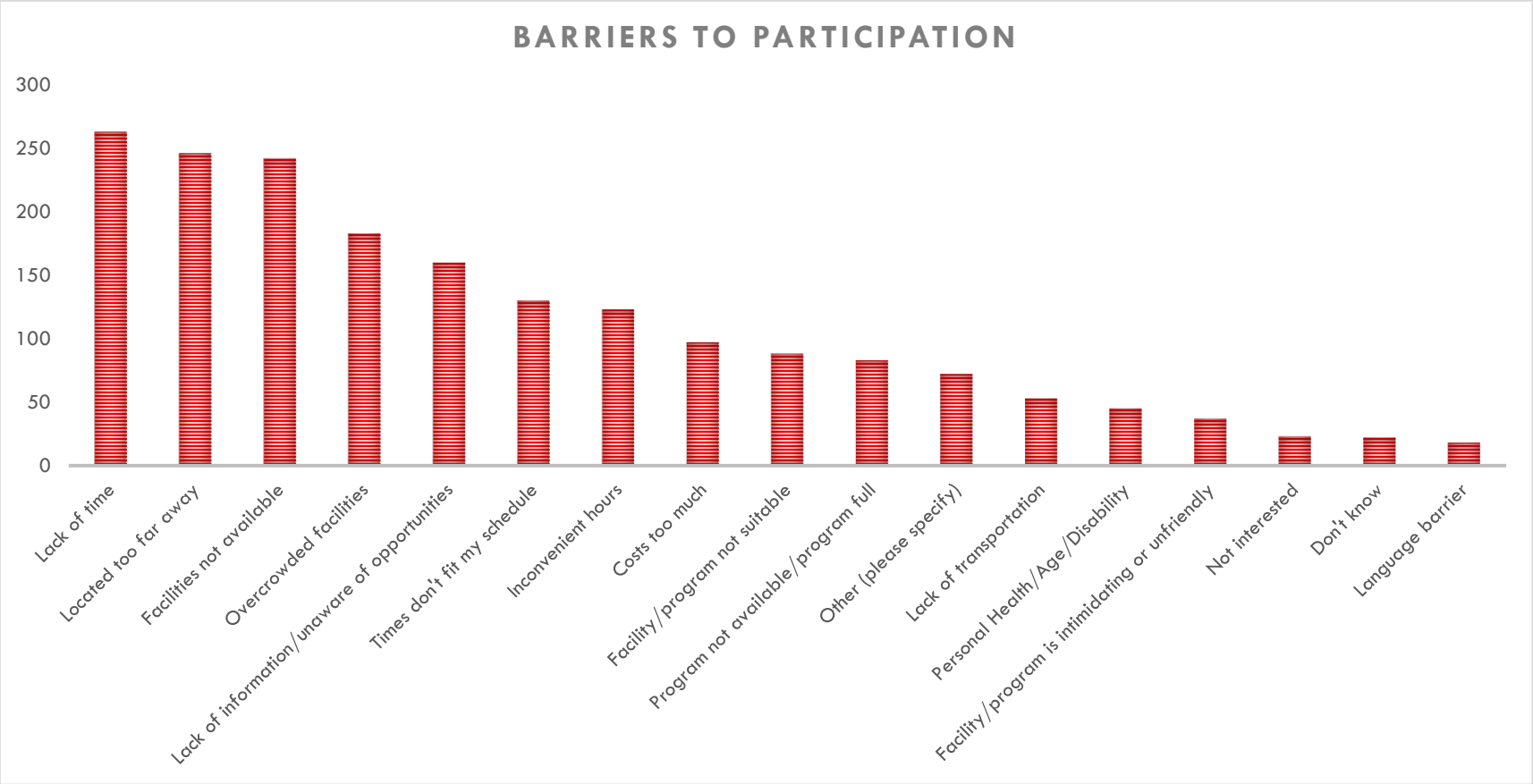
Activities in red text with the following table indicate opportunities for possible expansion based on those responses that indicated that there was a greater number of participants who wished to participate than actually did in the past 12 months.

Top 10 Desired Activities, in order of preference

1.	Walking for Leisure/Hiking
2.	Cycling
3.	Outdoor Swimming
4.	Outdoor Ice Skating
5.	Outdoor Fitness and Exercise
6.	Outdoor Tennis
7.	Family or Social Gatherings in Public Parks
8.	Use of a Splash Pad or Water Play Facility
9.	Use of Playground Equipment
10.	Walking the Dog in an Off Leash Area

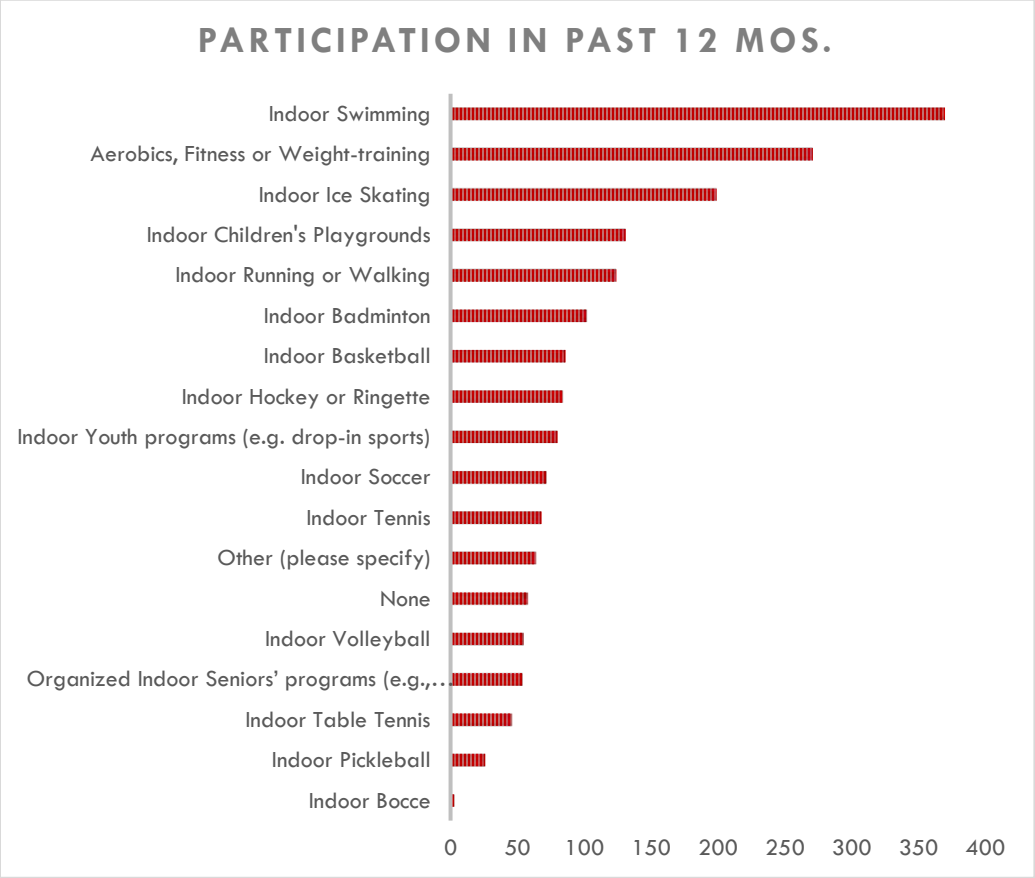
4. What are your household's main reasons for not participating in these parks and outdoor recreation activities?

Markham's residents are busy and many don't have as much time for outdoor recreation as they would like. This is reflected not only in the most popular response indicating lack of time, but of the time that the participants did have, many found that the programs in which they wished to participate were not offered at convenient hours. Additionally, as reflected in the responses around opportunities for participation, they would like to see more facilities available. Finally, financial barriers remain a main motivator for about 16% of the respondents. Again, this reflects some of the responses around missed opportunities as activities like hockey are quite expensive.



5. In the past 12 months, have you or anyone in your household participated in any of the following indoor recreation activities?

Reported use of indoor recreation facilities as indicated by the participant group is lower overall than outdoor recreation, likely due to the access to the facilities and associated cost. The majority of respondents take advantage of Markham's indoor pools, fitness facilities and indoor ice rinks. Other notable differences in responses are that team sports, even those traditionally outside like soccer, have a much higher representation here than in the outdoor recreation section. In addition to the activities specified within the survey, yoga, martial arts, archery, racquet sports and dance are all popular.



6. Where does your household tend to participate in your indoor recreational activities most of the time?

The majority of survey participants use City of Markham recreation facility or participate in these activities at home. Respondents also indicated that they were more likely to have used a privately-owned facility rather than a publicly owned facility in another municipality for indoor recreation activities, several participants mentioned the Markville Mall as a non-traditional destination for walking as well as senior's centres for programming. This preference illustrates the proliferation of yoga studios, private workout facilities, clubs and school-based programs.

Response	Count	Percentage
At a facility owned by the City of Markham	470	75.08%
At home	237	37.86%
At a private facility such as the YMCA or fitness club	201	32.11%
At school	164	26.20%
At a municipal facility outside of the City of Markham	96	15.34%
Other (please specify)	43	6.87%
At a religious institution	41	6.55%
At a cultural centre (not including art galleries, theatres, or museums)	19	3.04%
None	16	2.56%
Don't Know	4	0.64%

7. Are there any indoor recreation activities that you or other members of your household cannot do as often as you would like?

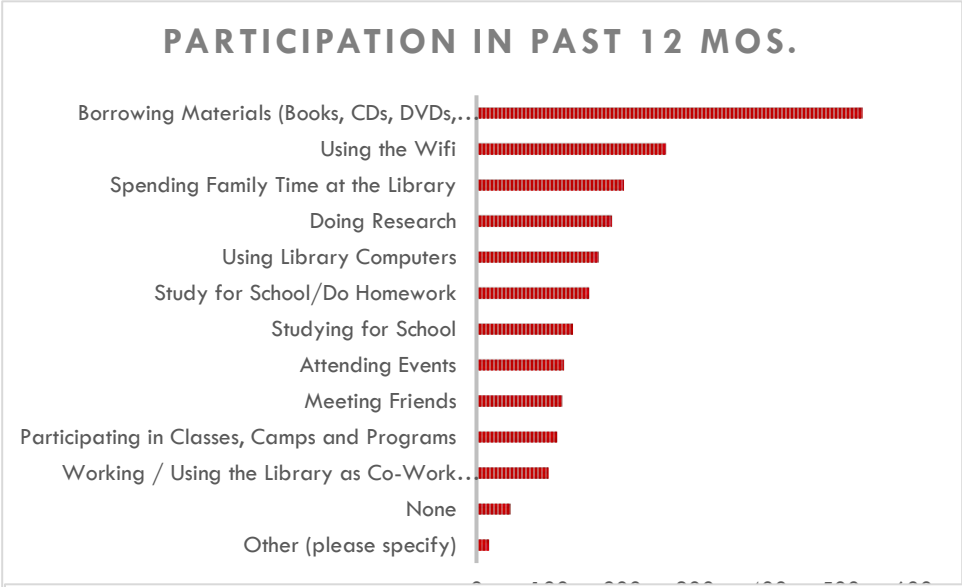
In general, survey participants indicated that they would like to do more of the activities in which they are currently participating. Racquet sports, indoor walking/running and bocce were notable in that the respondents who reported a desire to participate, but had not in the past 12 months surpassed the number of respondents who participated in the past 12 months.

8. What are your household's main reasons for not participating in the specified indoor recreational activities?

Generally, respondents felt that the greatest barrier to their participation was the schedule that indoor recreation programs are offered or the hours the facilities were open. This was supported by the comments in the open-ended responses, indicating that schedules for programs conflict with bedtimes or working hours. Lack of time is also another common reason, although significantly less common than on the outdoor recreation survey. Facilities not available and overcrowded facilities are also common responses. Overcrowding is also a much more common response than in the outdoor recreation survey as is cost. For non-users of indoor recreation facilities, lack of information is also a common reason for lack of participation.

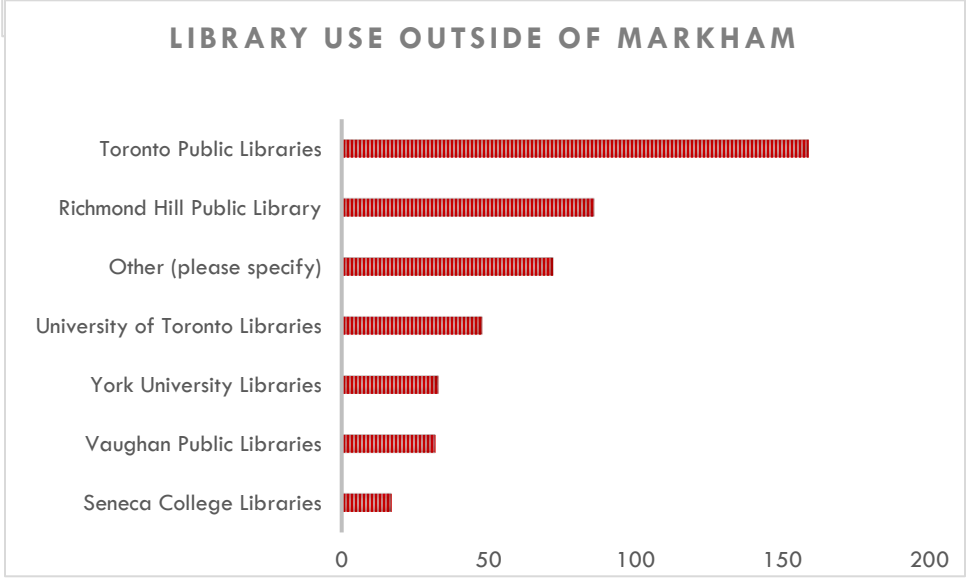
9. In the past 12 months, have you or anyone in your household participated in any of the following library activities?

The majority of the respondents are regular library users, likely due to the distribution method of the surveys. However, this is not representative of the demographics of Markham as a whole. Respondents tend to use the library for borrowing materials as well as resources like the Wi-Fi and computers. They often use the library as a "third place" to spend time with their families or do academic work like studying or research. The library was the only sector on the survey with most activities numbering over 100 responses (or 16% of the total responses). This indicates a high rate of library users contributing to the survey.



10. Within the last 12 months, have you or other members of your household used any libraries outside Markham?

Out of the 319 respondents who answered this question, approximately one-half also utilize Toronto Public Libraries although other libraries in the York Region Public Libraries Network are also provided like Richmond Hill and Vaughn. Presumably Toronto Public Library is not free for Markham residents so it's possible they are using the space due to convenience, for leisure space, and with family who may live in Toronto, North York or Scarborough. Most of the open-ended responses reflected use of either public or academic libraries. The public libraries most frequently used other than those listed here included Durham Region and Whitchurch-Stouffville. The disparity of public libraries; from elsewhere in Ontario to Florida to "wherever we travel" suggests that libraries are an integral part of family activity and leisure time.



11. Are there any library activities that you or other members of your household cannot do as often as you would like?

The majority of the 526 respondents felt satisfied with their access to library services overall. The greatest opportunities for increased involvement were in the area of programs, borrowing materials and attending events.

12. What are your household's main reasons for not participating in the specified library activity?

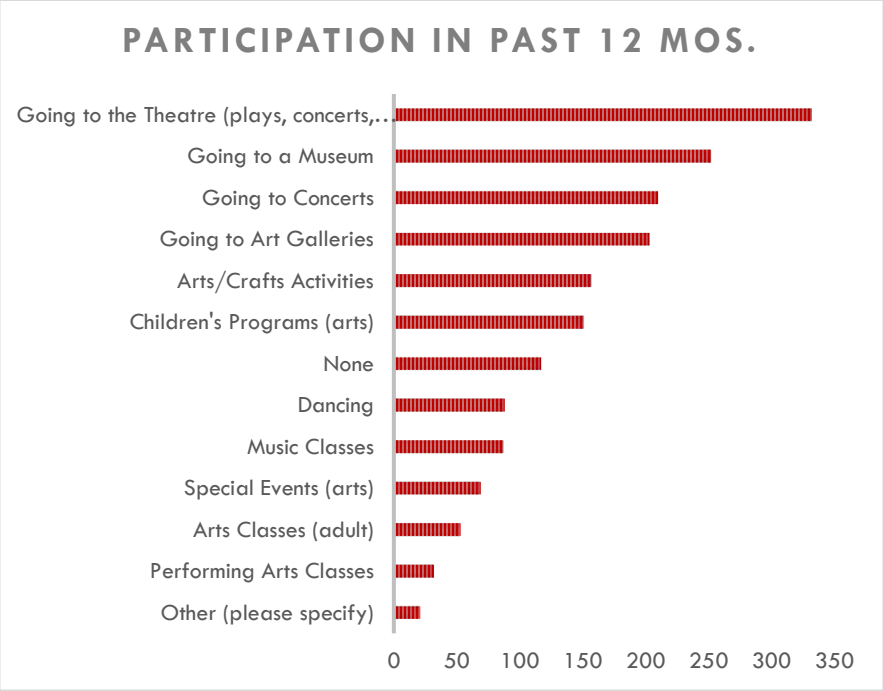
Approximately 22% of the respondents indicated that there were no barriers to using the library as desired for themselves or their family. Similar to indoor recreation, respondents cited lack of time, inconvenient hours and lack of information as the top reasons for lack of participation.

More specifically, respondents who felt they would have liked to participate more frequently in library events and programs cited lack of time, lack of awareness of opportunities and the schedule offered. Those that felt they were prevented from borrowing materials indicated shortage of popular materials as the main barrier, which is consistent with other studies conducted by the library.

Respondents who wanted to use the library for work or study were unable to do this due to the lack of space available in the libraries as well as the restriction with library opening hours. Respondents who use the library more casually – for family and social time were prevented from doing so due to lack of personal time as well as opening hours that don't align with their free time.

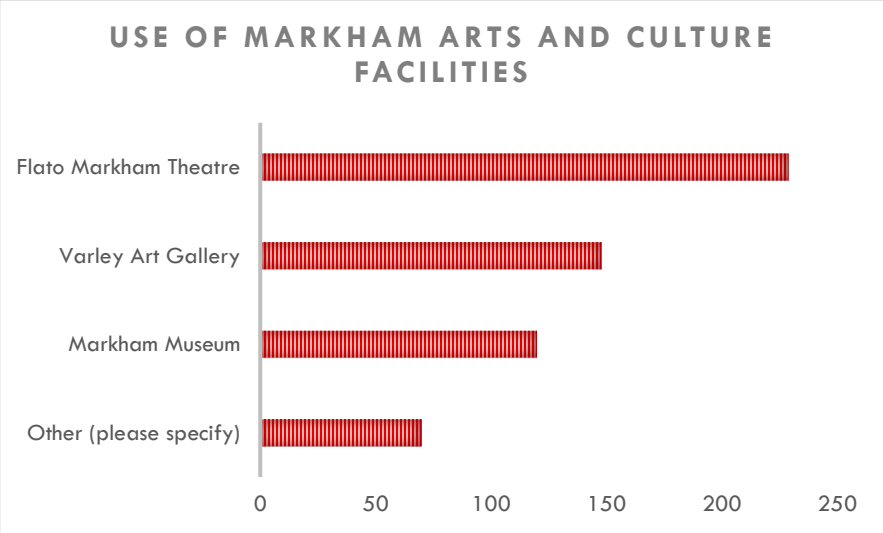
13. In the past 12 months, have you or members of your household attended or participated in any of the following arts and culture activities.

This survey reflected a culturally well-rounded community of respondents. Out of 601 responses, more than half of the responses indicated that they have been to the theatre in the past 12 months. 42% have been to a museum 34% have been to an art gallery. 35% have been to concerts in the past 12 months as well. Generally, as with other sectors, participants seemed more likely to participate in activities that were family-oriented or for their children.



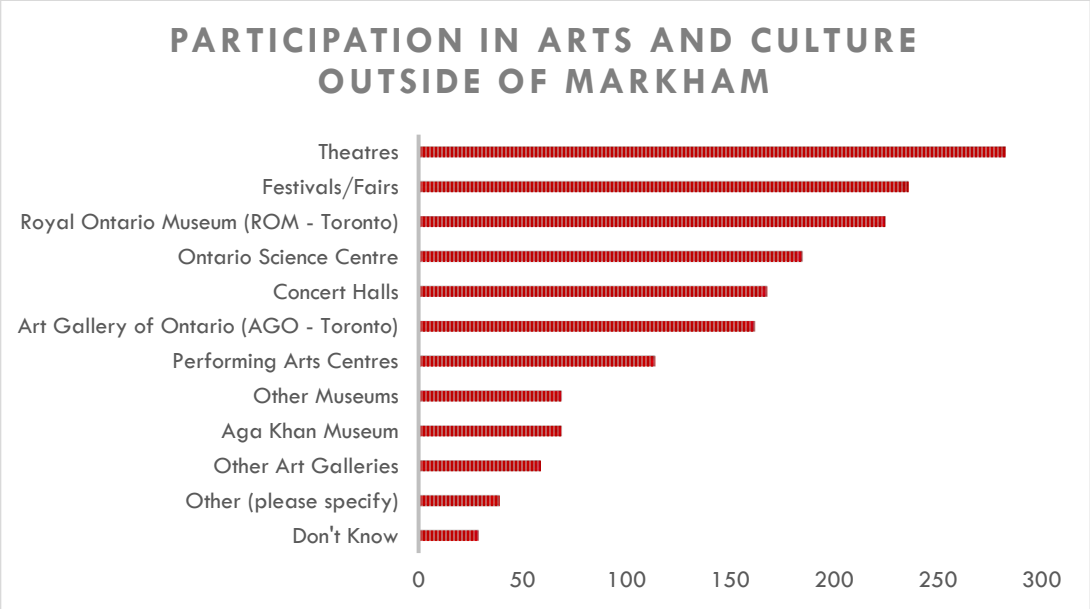
14. Which of the following Markham arts and culture facilities did you or members of your household visit in the past 12 months?

Respondents reported using the Flato Markham Theatre most frequently (58%) as well as the Varley Art Gallery and the Markham Museum. The open-ended responses suggested that most participation in arts and culture events or activities happens outside of Markham.



15. Which arts and culture facilities outside of Markham did you or other members of your household visit in the past 12 months?

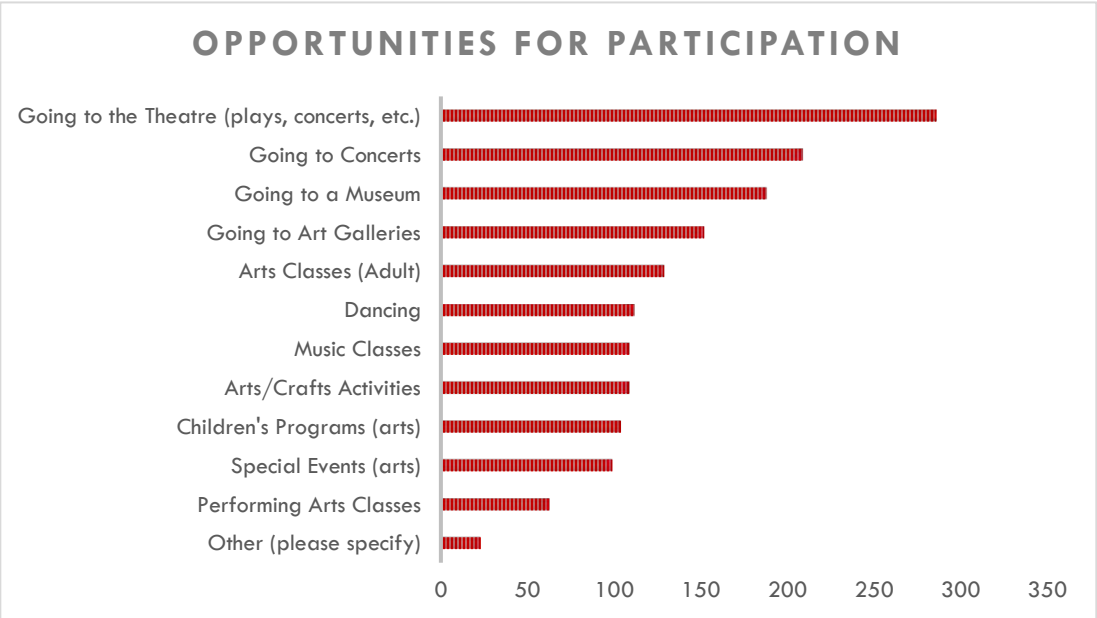
As noted in the previous question, respondents tend to visit cultural institutions outside of Markham more frequently. Respondents who identified as non-participants in arts and culture activities tend to choose activities that are family oriented and not traditionally "culture" activities such as festivals and the Ontario Science Centre. Open-ended responses reflected a preference for theatres in Toronto, art institutions in Toronto as well as the McMichael Gallery and other recreation activities like Ripley's Aquarium.



16. Are there any arts and culture activities that you and your household cannot do as often as you would like?

With 466 respondents to this question, this area showed the largest opportunity for desired participation. Most of the activities were mentioned by more than 20% of participants who responded.

Of the 77 non-users who answered this question, 51% would like to attend theatre programs, 45% would like to go to museums, and 40% would like to attend concerts. Most of these respondents do not currently participate due to the cost of cultural programming.



17. What are your household's main reasons for not participating in the specified arts and cultural activities?

The largest barrier for participation in cultural activities is financial. 250 of 553 respondents (45%) identified cost as the primary barrier responsible for their lack of participation in these activities. Similar to other sectors, respondents also cited lack of personal time as the second most common barrier and distance to the activities as the third. Most respondents seem to participate in activities primarily outside of Markham and overcoming distance can be difficult depending on transportation and time. Although language barriers were listed as a low barrier by respondents, this is likely due to the fact that the survey was distributed predominantly in English.

18. If you had $100 to invest in Markham's leisure facilities, where would you choose to invest?

The majority of respondents reflected a focus on improving indoor recreation. Open-ended responses indicated that pools and tennis courts were both in high demand. Parks and outdoor recreation also were in favour and were heavily reflected in the open-ended responses in the form of sports fields, trail infrastructure for cycling and hiking and outdoor pools.

Sector	Number of Votes	% of Votes
Indoor Recreation	310	50.0%
Parks and Outdoor Recreation	295	47.5%
Libraries	246	39.7%
Arts and Culture	141	22.7%

Appendix C – Stakeholder Workshop Notes

Ice User Stakeholder Workshop

The following is a record of input received from City of Markham Arena Users through a stakeholder workshop on January 31, 2018. The session was facilitated by Monteith Brown Planning Consultants (MBPC) in support of the City of Markham's 2019 Integrated Leisure Master Plan (ILMP) Update. This input will be considered by the City as it identifies future directions for arena facilities and services. We thank all organizations for taking the time to participate in this important initiative.

At each workshop, participants were provided with an overview of the ILMP process and challenges that the plan will contemplate and seek to respond to. Following this presentation, participants engaged in facilitated discussions guided by a series of focus questions (see below).

This summary was written by MBPC and is not intended to provide a verbatim transcript of the meeting but instead captures the perspectives and advice provided by participants. These notes were distributed to workshop participants to provide an opportunity for any clarification or additional information that they wished to share on the subject matter. Any recommended changes are reflected in this final version.

Attendance

12 representatives from the following 9 groups:

Organization	Approximate Registration
Markham Islanders & Majors	500+
Markham Men's Hockey League	320
Markham Ringette Association	120
Markham Skating Club	600
Markham Waxers	1,250
Thornhill Figure Skating	400
Unionville Men's Hockey League	180
Unionville Minor Hockey Association	600+
Unionville Skating Club	900

Absent: Thornhill Community Hockey & Markham Speed Skating

1. What are the strengths of Markham's parks, facilities and services?

- Arenas are fairly well distributed (geographically)
- Rinks are well-maintained and well staffed
- All groups agree that they have a good working relationship with Recreation Services staff
- Friendly and service-oriented employees – they are very available
- Staff are especially responsive to special requests and take feedback seriously
- While all might not agree with the allocation formula, they recognize that the City has been making attempts to work with the groups
- Pleased with recent upgrades to some facilities
- Accessibility renovation to create a sledge hockey arena – the City did a magnificent job

2. What trends are impacting your organization? Are there barriers to participation?

Figure Skating

- Very popular as a result of cultural change in Markham. Adults and children (both male and female) want to learn to skate. Both private and municipal learn to skate lessons are **at capacity**. Programs fill within two days.
- Demand for group and private (competitive) lessons; have wait lists every session.
- All disciplines demanding more time (power, competitive, synchronized, adult, etc.)
- Need to offer **dryland training** to meet Skate Canada athlete development requirements. Currently meeting needs on the side of rinks, in parking lots, churches, and schools because rooms in community centres are not always available to them.

Youth Hockey

- **Long term athlete development**: Generally the same number of kids registered, but they need more ice time and access to dryland training space to accommodate the requirements for "A" level play and above. There is more interest from players but leagues and teams are full with no room to grow. Have started running clinics and those registrations fill quickly as well.
- **Renting ice from private arenas outside City**: One group estimates that 45% of its ice is bought from the private sector, which is more expensive and farther away. Markham residents are travelling outside of the City to access ice despite taxes being paid here.
- Have kids who want to play and try to add the teams to increase membership (per allocation policy) but don't have ice for practices and league play (kids as young as 10 years old are practicing at 9pm – this is unacceptable). Also seeing increased demand for power skating, goalie schools, clinics, etc.
- Parents no longer tolerate weekday morning practices –both parents work in most families
- Chinese Hockey Federation expressed interest in joining house league but could not be accommodated due to a lack of ice.
- Estimate that there are 650 Markham youth playing rep hockey in the GTHL, but only 300 are served by local organizations – the remainder play with other organizations because they have stable access to arenas closer to home.

Adult Hockey

- Demand for young adult play and continuing growth in older adult cohorts (i.e., bell curve keeps moving and the whole average ages goes up).
- Some groups have **waiting lists** for existing age groups and demand for teams below the artificial cut-off. Multiple leagues and divisions – all competitive, but friendly.

Ringette

- Biggest barrier is **line markings on the ice,** really hard to play without the free play lines. Availability is limited to only Milliken and Mount Joy which makes it difficult to participate in buying and selling of ice. Limited in opportunities to reschedule if games are cancelled. Want to gain access to Angus Glen for summer ice.

3. How well are existing parks and facilities meeting your needs? Are additional facilities and services required? Why? Where?

Concerns with existing facilities:

- Quality of ice at **Markham Village** is an issue (too soft), but members are tied to the facility and appreciate proximity
- **Milliken** has issues with teams coming on and off the ice (more with parents), but are currently allowing one team at a time to avoid conflict in the halls
- **Crosby** needs larger dressing rooms (also Mount Joy and Thornhill East Rink)

Additional rinks are needed:

- Additional ice requests total approximately **200 hours (equivalent to about 3 arenas):**
  - Islanders/Majors: 110 hours (includes 60 additional hours for rep hokey and 50+ hours for growing House League and Chinese Hockey group)
  - Waxers: 50 to 60 hours (now renting privately)
  - Thornhill Community Hockey: they did not attend, but was suggested they need 20 hours
  - Unionville Skating: 10 hours
  - Ringette: 5 hours
  - Pickup hockey groups: needs are unknown, but feeling that there is latent demand
  - Thornhill Skating would add more hours if a twin pad was available due to coaching availability
- Need to add something new, somewhere else (maybe East Markham?). All existing facilities are "legacy" arenas that are aging. Concerns that municipal laws prohibit private rinks in Markham.
- Would be difficult to remove an existing arena – would create geographic gap.
- **Shoulder-season** and summer ice offerings: More competitive teams are seeking ice pads in the spring and fall. Would like to hold tryouts in the spring (ringette), prepare for ice shows (figure skating), host pre-season tournaments or clinics (hockey), etc. Figure skating would like to

keep the same location (Markham Village) to offer consistency to members. Used to be post-Labour Day, but teams are now wanting access mid-August.

- **"Must-haves" for new construction include**: Multi-pads (2, 4 or 6) with full size ice, dryland training space, stands/seating, change rooms, ample parking, etc.
- Would prefer to have **multiple pads** at one location. Would be beneficial for tournament hosting, running parallel programming, etc. Would love to have a 4-6 pad rink like in Oshawa, Whitby or Mississauga. Used to be able to host large tournaments but now teams are attracted to four-plex facilities
- **Dryland training spaces:** currently nothing available to ice users. If facilities do have space the rooms are booked by the City to run [seniors] recreation programs. Using the side of the rink for training is distracting and dangerous (i.e., hockey teams coming on and off the ice, figure skaters distracted during testing, etc.). Seeking space to do some cardio and body-weight exercise. Does not need to include equipment. Local private gyms don't allow access to fitness centres for under 18s. Overall just about improving fitness for the kids.
    - Quick fix might be a portable in a parking lot or use of squash courts
    - Maybe the ice at Crosby could be replaced and the arena could be repurposed to a year-round dryland training venue
- **Ice pad size:** figure skating clubs have issues with the size for training vs. competition and some hockey leagues require certain dimensions for various divisions
- **Stands/bleachers:** for figure skating shows at the end of season. One club has purchased portable seating as a result of limited amenities at City arenas/inability to move to another location once informed that seating could not be accommodated.

4. What are the most pressing issues and priorities facing your group?

Figure Skating

- Don't have enough coaches. Skate Canada requires highly trained and skilled coaches for star levels and above and they're difficult to find. Twin-pad facilities would allow for easier transition between groups and programs (i.e., not having to drive from one facility to another to coach a second group). Also need to follow ratios for the number of skaters on the ice per coach.
- Expanding programs, particularly learn to skate

Youth Hockey

- Programs are at capacity, many with waiting lists.
- Parent aren't able to make late evening or morning practices due to work commitments, so losing some athletes due to scheduling.
- City/arena operator rules on getting off the ice at the end of a rental – buzzer sometimes sounds before game clock. Has caused issues, especially with out of town teams. Delays are often out of players/coaches control (injuries, etc.).
- Inconvenient for house league teams to travel across the City (i.e., ice allocated in Unionville for Thornhill Minor Hockey). Doesn't feel community based – would like to have a home rink.

Adult Hockey

- Some leagues are frustrated with allocation policies that prioritize children and youth programs during prime time. Prefer to not have to play games at 10:00 pm.

Ringette

- Turning (older) players away and working with Richmond Hill to field a AA team. Markham has enough players but don't have ice.

5. How can your organization, the City and others work together to meet future needs?

- Collaboration and "trading" ice. Have tried to pair people up when possible (i.e., figure skating worked with Waxers to find efficiencies).
- City takes ice for their programs first. If registration is low and program is cancelled, there is an opportunity to sell the ice to user groups and not sit empty.
- Allocation process: Some groups felt that the process used to be more collaborative. Some find that the new system works well, others disagree (e.g., adult pick-up hockey is being pushed out; not all groups can use 4pm weekday ice but not permitted to sell to others).
- Curious about potential to convert the indoor soccer field at Mount Joy to an arena (was designed with option this in mind).

Field Sport Stakeholder Workshop

The following is a record of input received from City of Markham Field Sport Users through a stakeholder workshop on February 1, 2018. The session was facilitated by Monteith Brown Planning Consultants (MBPC) in support of the City of Markham's 2019 Integrated Leisure Master Plan (ILMP) Update. This input will be considered by the City as it identifies future directions for sports fields and related services. We thank all organizations for taking the time to participate in this important initiative.

At each workshop, participants were provided with an overview of the ILMP process and challenges that the plan will contemplate and seek to respond to. Following this presentation, participants engaged in facilitated discussions guided by a series of focus questions (see below).

This summary was written by MBPC and is not intended to provide a verbatim transcript of the meeting but instead captures the perspectives and advice provided by participants. These notes were distributed to workshop participants to provide an opportunity for any clarification or additional information that they wished to share on the subject matter. Any recommended changes are reflected in this final version.

Attendance

15 representatives from the following 10 groups:

Organization	Approximate Registration
Bloomfield Cricket Academy	60+
Markham Cricket Association	350
Markham District Baseball Association	1,000
Markham Irish Rugby Club	250
Markham Soccer	6,000 (indoor, outdoor)
Thornhill Baseball	1,100
Thornhill Soccer Club	2,000 (indoor, outdoor)
Unionville Milliken Soccer Club	3,200+ (indoor, outdoor)
Unionville Minor Softball League	700
York Region Cricket Association	200 to 250

Absent: Markham Premier Cricket League, Markham Chinese Soccer, Ladies of Unionville Slo-pitch, Unionville Men's Slo-pitch

1. What are the strengths of Markham's parks, facilities and services?

- **Staff:** Parks employees are very open and willing to listen. They are accommodating and will meet to discuss issues. Usually receptive to adapting and making changes.
- **Ball Diamonds:** Well distributed throughout the City, especially in residential neighbourhoods. Very happy to see kids playing pick-up games on diamonds or soccer fields for fun.
- **Rugby fields:** Markham has some of the best-maintained facilities in the province at a rugby club level.

2. What trends are impacting your organization? Are there barriers to participation?

Cricket

- Ethnic diversity in Markham has fuelled interest in the sport; many Visa students in South Markham are interested.
- Barrier is knowledge of the sport. Difficult for parks staff to properly prepare the field if they aren't aware of specific dimensions, grass lengths, etc.
- No policies or procedures in place for the sport as it is still fairly new to Canada.
- One group felt that there was demand to add another 14 teams (350 players) if there were enough pitches.

Rugby

- 7's rugby in Pan Am and Olympics has caused growth in popularity as well as potential for a professional league in Canada. Seeing this echo through younger age groups with registration growth in younger programs.

- Very pleased with the facilities currently allocated, but participation is growing and availability at Fletcher's Fields is limited/costly for older age groups.

Soccer

- Soccer governing bodies are changing to implement long term development programs. This means changes in field size requirements (especially 9v9) and playing/practice times. Pushing to get on field both earlier and later in the season – requires lit artificial turf fields.
- Registration to date has plateaued and according to YRSA survey re: player retention, it seems like registrations are being lost to alternative sports (not competing clubs). Groups are expecting soccer to "blow up" this year as a result of the upcoming World Cup and TFC's success in the 2017 season.
- Huge number of seniors in the City and would love to add programs like walking soccer.
- Increasing costs are a barrier to participation. Also, some of the biggest competition for programming is from the City because of low-cost programs – competing with drop-in youth and adult soccer. Concerned that rentals are offsetting the costs of City drop-in rates so that cost recovery targets are met.

Softball and Baseball

- Tremendous growth in youth registration in the last few years (30% for Thornhill Baseball in last two years, and 60% in last five years – Markham District Baseball 63% growth since 2012 with no advertising), a combination of sport renaissance and the Jays success.
- Trend is growth in younger age groups and barrier is not enough places to play – leagues have waiting lists before the season starts in April as a testament to popularity of ball in Markham. Could expand further if they had more diamonds
- Same challenges as soccer re: meeting requirements from governing bodies. Girls programs and accessible diamonds are growing in popularity. Programs are currently co-ed but would love to offer a girls-only league. Competing against activities such as soccer, dance, gymnastics.
- Also seeing increasing registration in young and older adults. Would like to add lights to diamonds so that multiple games can be accommodated in the evenings while still starting late enough for people to get off work.

3. How well are existing parks and facilities meeting your needs? Are additional facilities and services required? Why? Where?

Concerns with existing facilities:

- **Cricket:** Grounds were laid years ago and need to be re-laid. Grass also needs to be cut shorter than 2.5" for ideal playing conditions. The existing grounds are not regulation size (e.g., Reservoir) and some of the markings are incorrect; parking can also be a challenge. Would love to have lights to play into the evening. Staff are willing and have the right intentions, but execution is lacking – would love for them to be more proactive (an example is turning the sprinklers off sooner on Friday nights so the fields are dry enough to play on for Saturday).
- **Rugby Fields:** Heavily impacted by the weather. The existing fields do not have proper drainage so they are not able to absorb and the water can't runoff. This is shortening the season because they can't get on the pitch early in the spring or stay later into the fall. Would love

access to multi-use turf fields with lighting, but constantly in competition with soccer. Fletchers is heavily used throughout the week for other sports and users, so seeking additional fields in Markham. Opportunities to extend the season are the biggest need.

- **Soccer Fields:** Some of the goal posts are old and in need of replacement, some fields have stones that are not removed and pose a safety hazard. Difficulty finding appropriate sized fields for various divisions (9v9 are hardest). Organizations are doing what they can to comply with governing bodies but difficult to accommodate given existing facilities.
- **Ball Diamonds:** Disappointed that some of the diamonds weren't built with lights because they can no longer be added to some facilities. Existing diamonds are not receiving the capital reinvestment that they require (e.g., washrooms, etc.).

New facilities to be considered:

- There has been significant investment in indoor recreation facilities but **very little spent on sports fields**. Sports field users have been neglected because they've been "playing nice" and have an established working relationship with staff.
- **Cricket Grounds:** Demand is outpacing supply. Very amenable to **cricket pitches** over two soccer/multi-use fields. This works well in Mississauga and believe it could in Markham because cricket wants weekends and soccer is usually away on weekends. There are some issues that cannot be resolved at existing sites (parking, draining, depth, etc.) but users would be happy with the addition of two regulation-size pitches (with lights). Would love to have a multi-field facility to run parallel games (similar to King City). Also seeking **indoor space** for off-season practice (120' x 10' is one lane). Would love to have 5 lanes available so multiple teams can practice at once. Soccer clubs indicated that there may be opportunities to provide lanes at existing indoor facilities.
- **Ball Diamonds:** Would love a multi-field facility for hosting tournaments (e.g., Richmond Green in Richmond Hill). Groups believe that indoor facilities would be great but want the focus to be on greater in-season use of outdoor facilities as it serves a larger membership. Future development should consider simple things like access to power so pitching machines can be used for younger age groups or using mounded diamonds for junior-rookie teams.
- **Soccer:** Seeking additional fields with lights for growing adult population. City hasn't provided any new fields in years – all have been at schools.
- **Multi-sport Stadium:** There is local interest in adding a semi-pro soccer league and building a reasonable size community stadium (e.g., Hershey Centre, Esther Shiner, Oshawa Civic Recreation Complex). Could accommodate a number of different user groups: cricket, rugby, football, soccer, etc. Does not have to be huge, but would need bleacher seating on one side and a regulation size field to play. Potential to be a benchmark facility for a variety of different events and tournaments.

4. What are the most pressing issues and priorities facing your group?

- **Rental rates:** Rates for outdoor sports field rentals just increased 98% to 247%. For indoor facilities, groups are paying comparable rates between City facilities and private facilities. User groups believe city facilities should be subsidised so the groups aren't forced to increase registration costs to cover overhead fees like rentals.
- **Allocation of fields:** With long term athlete development model and increased number of elite/ high performance teams, clubs are required to hold more training sessions. Difficult to accommodate with the current allocation formula.

5. How can your organization, the City and others work together to meet future needs?

- Suggest that the City should allow **advertising** on fences to help groups offset their costs. Also interested in using Community Centre **signage** to advertise sport registration.
- Interested in **public-private partnerships** for naming rights to fields. Would help offset the costs of field provision/maintenance/rentals and support some of the major businesses in the City.
- Would love for the City to offer **introductory cricket programming** to support growth of youth athletes (might be offered at Aaniin).
- City needs to look at **alternative funding** for indoor sports facilities – domes should pay for themselves.
- Suggest that the City create a **strategic plan** to guide sport development and allocation. This would provide direction to the master plan and help to avoid ad-hoc decision-making.
- Concerned that the 2010 Master Plan identified cricket as a high growth sport, but nothing was developed. What happened to the **101-acre sports park**? User groups would like some clarification on why nothing has moved forward.
- Perhaps the **Markham Fairgrounds** is an opportunity for field development – would make efficient use of existing resources.

Racquet Sports Stakeholder Workshop

The following is a record of input received from City of Markham Racquet Sport Users through a stakeholder workshop on February 15, 2018. The session was facilitated by Monteith Brown Planning Consultants (MBPC) in support of the City of Markham's 2019 Integrated Leisure Master Plan (ILMP) Update. This input will be considered by the City as it identifies future directions for racquet courts and related services. We thank all organizations for taking the time to participate in this important initiative.

At each workshop, participants were provided with an overview of the ILMP process and challenges that the plan will contemplate and seek to respond to. Following this presentation, participants engaged in facilitated discussions guided by a series of focus questions (see below).

This summary was written by MBPC and is not intended to provide a verbatim transcript of the meeting but instead captures the perspectives and advice provided by participants. These notes were distributed to workshop participants to provide an opportunity for any clarification or additional information that they wished to share on the subject matter. Any recommended changes are reflected in this final version.

Attendance

10 representatives from the following 4 groups:

Organization	Approximate Registration
Unionville Tennis Club	900
Markham Tennis Club	350
German Mills Tennis Club	200
Pickleball (various Markham groups) + representatives from Pickleball Canada and Pickleball Association of Ontario	1,700 (registered provincially)

Absent: Northernpharm Table Tennis, Canadian Chinese Table Tennis Association, My Table Tennis Club

1. What are the strengths of Markham's parks, facilities and services?

- **Staff:** Impressed with the quality of management at community centres and within the City itself. Clubs have a good relationship with staff and find the to be supportive and responsive. Tennis Clubs have been particularly impressed with the City for creating a single point of contact between sport organizations and management.
- **Facilities:** very impressed with new facility development (i.e., Cornell, Pan-AM, Aaniin). New multi-use facilities allow for large-scale competitions bringing thousands of people to Markham. Users are appreciative of capital investment plan/schedule for court resurfacing, etc.

2. What trends are impacting your organization? Are there barriers to participation?

Tennis

- Tennis is regaining popularity and remains fairly inexpensive compared to other sports and activities making it appealing. Long-term athlete development model encourages year-round training and it is difficult to accommodate those players with only 4 indoor courts.
- One barrier or cause for concern is parking at existing sites, especially shared sites (i.e., Unionville's location within the park and close proximity to a church).
- Not losing ground to pickleball, believe there is enough room in the racquet sports market for both.

Pickleball

- Markham is becoming a pickleball hub in the GTA
- A facility trend is under-utilized tennis courts being re-purposed a pickleball courts. Can fit four pickleball courts onto one tennis court. This has potential to increase revenues with more players per court surface.
- Participation is driven by seniors who played tennis previously or want to try a new sport to remain active as they age. There has been some interest from youth and young adults, but popularity has not grown as quickly as with older adults and seniors.
- The sport is so popular that there are players with a variety of skill levels participating giving everyone an opportunity to play for fun or challenge themselves with higher calibre games.

- Pickleball is thriving in Markham. Non-residents drive 30-60+ minutes from other communities to play in the City. Markham has responded to the trend and the sport has developed quicker than anywhere else in the region. Credited largely to the community centre staff for accommodating needs and finding a variety of times and locations for indoor drop-in play.
- Pickleball players and supporters are teaching pickleball in schools and hosting events like Family Day pickleball sessions, but difficult to recruit children and youth if there's no available courts to play and learn the game.

3. How well are existing parks and facilities meeting your needs? Are additional facilities and services required? Why? Where?

Concerns and opportunities with existing facilities:

Tennis:

- Existing facilities do not have enough courts to host large OTA tournaments (most are played at academies with 10+ courts at one location).
- Existing courts need resurfacing and should be done properly with acrylic and supervision and/or consultation with the tennis community.

Pickleball:

- Currently no outdoor pickleball courts in Markham. Would love to re-purpose derelict public tennis courts in neighbourhood parks into outdoor pickleball courts (may cause significant parking concerns) as a stepping stone to eventually providing purpose-built pickleball courts, ideally in close proximity to community centres.
- Would like for pickleball lines to be added to gymnasium floors the next time they're being resurfaced so players don't need to rely on tape or game modifications.
- Some indoor courts get very dusty and slippery making it difficult to play (especially for seniors). Solution would be for maintenance to do an additional wet mop to make the floors more "squeaky"

New facilities to be considered:

- **Indoor tennis facility:** would be satisfied with a bubble over existing courts during winter months for training. Clubs may be willing to front the money for a bubble if the City was willing to work with an operator, and the club would need City land to build on. If installed, a bubbled facility would also require additional supports such as an all-season clubhouse, grade-beam, storage, change rooms, etc. The expectation is that a private company would want to run for "x" number of years so they can get a return on their investment.
- **Less glass** in design of indoor facilities, or if glass is to be used to provide natural light appropriate blinds need to be in place to reduce glade and sun-blinding for players.
- Appropriate **line markings** on pickleball courts. The game can be adapted to use tennis and/or badminton lines, but players would prefer regulation courts. For example, the Aaniin Community Centre has a dotted line for the 7' mark and that works.
- Recommendation for any new builds to **consult experts and reach out to provincial sport organizations** in the field to provide recommendations to avoid costly renovations after facilities are built (i.e., lighting at Angus Glen and glass walls at Pan Am).

- **Avoid future installation of two-court facilities** and focus on **quality**. A four court facility could eventually become a club and be bubbled. The bubble extends the lifecycle of courts because they are not subject to winter weather conditions. A higher quality court will draw players from further distances and positively impact the level of play.

4. What are the most pressing issues and priorities facing your group?

Tennis

- **Scheduling existing tennis courts:** large clubs with hundreds of players trying to accommodate various levels or play and training opportunities. This includes public access requirements, inter-county teams, lessons/camps, and elite training. It is difficult for operators to find the time to fit all necessary programming onto existing courts. Even if there was an 8 court facility it would fill quickly and scheduling would remain an issue.
- Clubs are **missing out on youth opportunities** because they go elsewhere to train indoors and find coaches/players at other facilities. It is believed that if they could play more indoor in Markham the courts would fill quickly and players would remain in the City.
- **Fluorescent lighting at Angus Glen:** existing lighting makes it difficult for players to see the ball overhead. LED lighting is preferred (both indoor and outdoor sites) and cost-effective one installed, but expensive to initially transition.
- **Declining volunteerism:** volunteer base tends to be older and participation has been declining. Markham recently implanted a hybrid model with a third party operator and volunteer support/day-to-day management. Not all clubs struggling with volunteerism, might be based on community investment in the sport and ebb and flow of residents.
- **Advertising:** Tennis (and pickleball) clubs would like to advertise programs and tournaments in Markham community centres

Pickleball

- **Exponential growth and facilities to keep up:** Pickleball continue to gain popularity and groups are constantly struggling to find adequate playing time and space to meet the needs of a growing body of participants. Might eventually become a structured/organized club with appropriate membership rates and governing board. Have some high-calibre athletes looking to access courts for training to participate in high-level competition, but courts are not available unless for drop-in use and those times are very busy.
- **Summer access to pickleball:** once day camps and other programs are added in July and August pickleball players get bumped off the courts for daytime uses.
- **Natural lighting in community centres:** many pickleball players are seniors and have difficulty with vision. Bright natural light reflected off shiny floors makes it difficult to navigate play and clearly see the ball.

5. How can your organization, the City and others work together to meet future needs?

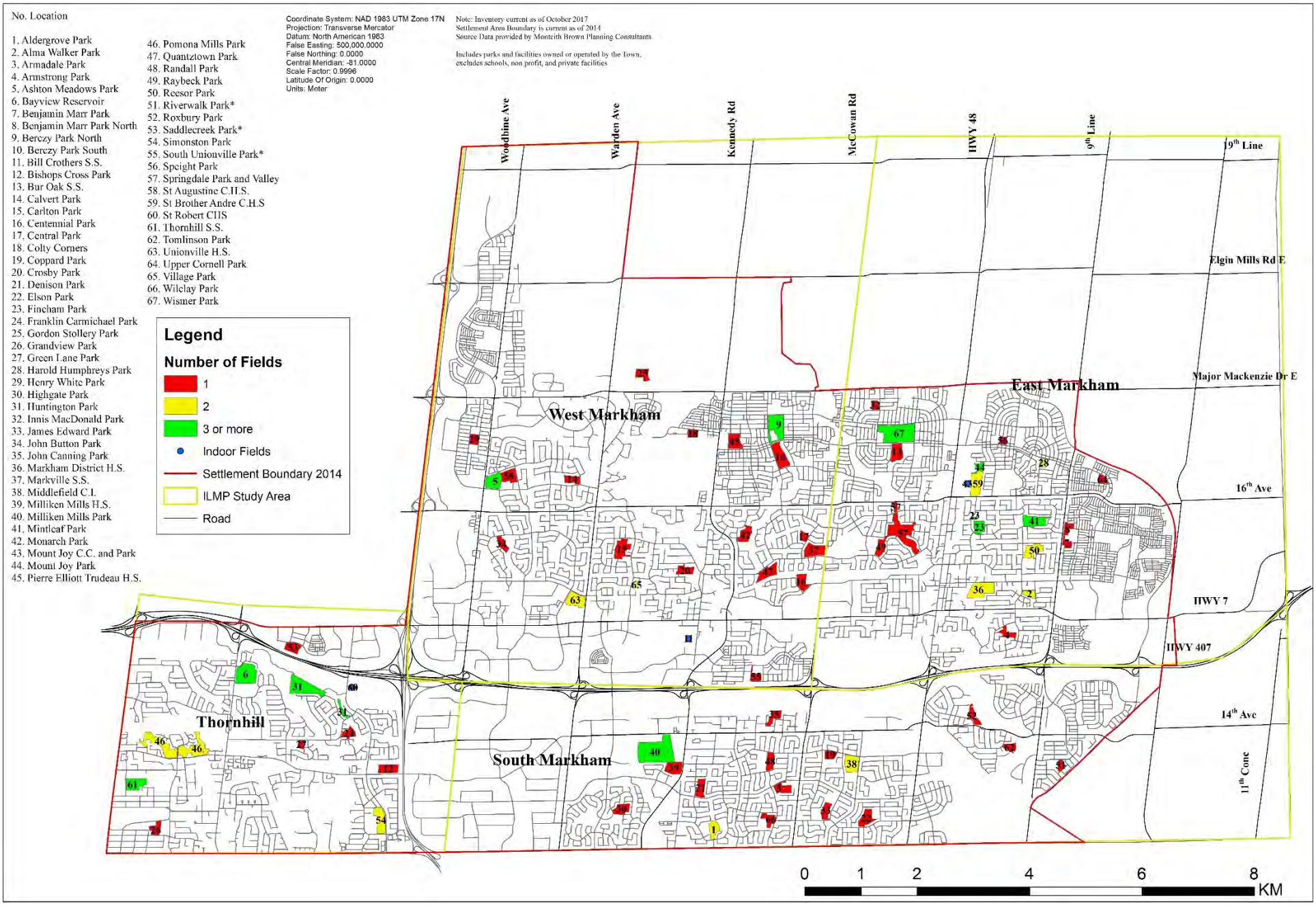
- Believed that **tennis and pickleball can work together** to make both sports more vibrant. For example, future tennis clubs could also be pickleball clubs offering purpose-built courts for both sports at one location.

Appendix D – Parks, Recreation, Arts & Culture and Library Facility Maps

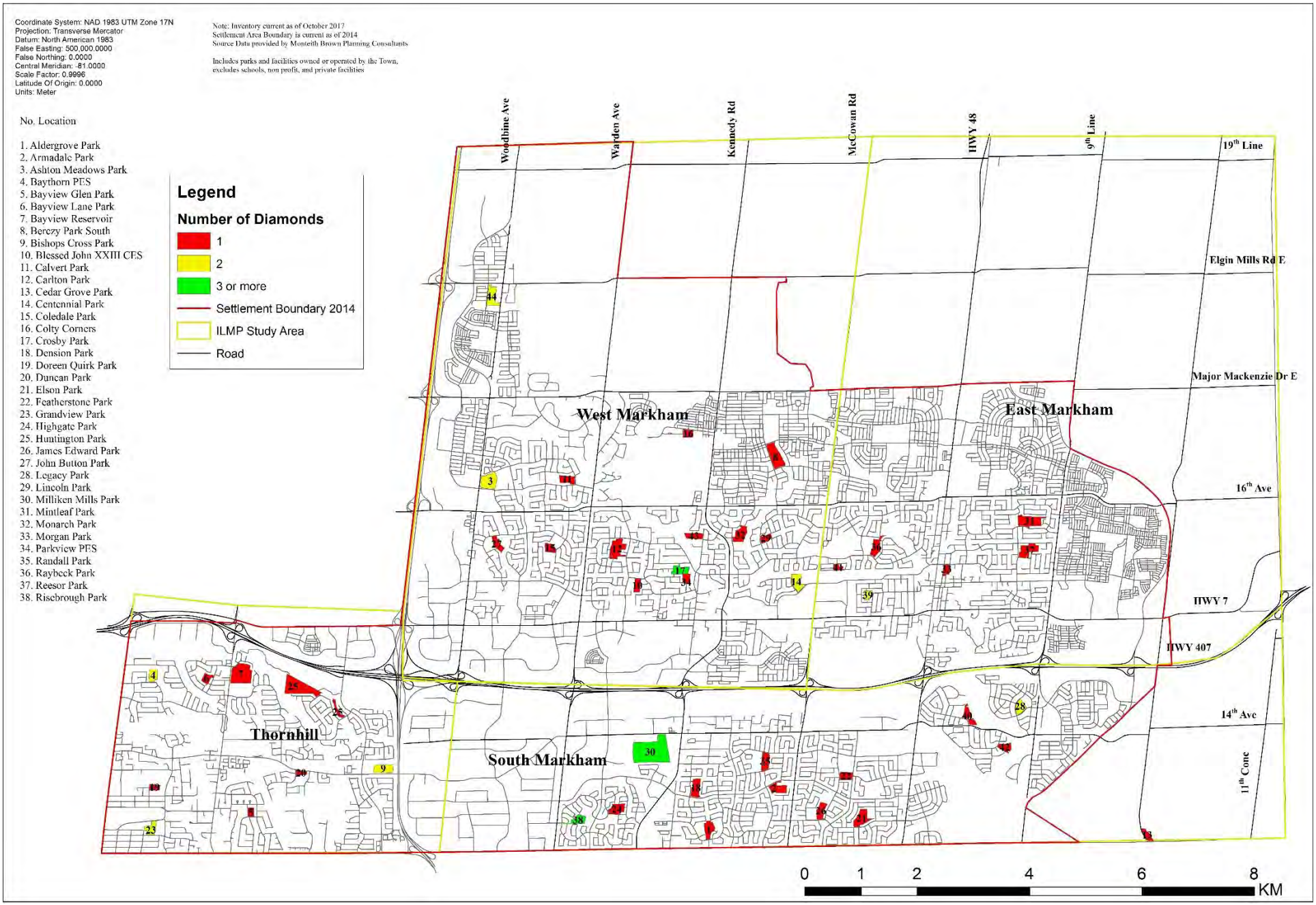
See accompanying maps for details on:

- Soccer Fields
- Ball Diamonds
- Tennis Courts
- Outdoor Basketball Courts
- Playgrounds
- Other Recreation Facilities
- Community Centres
- Aquatics Facilities
- Arenas
- Arts & Culture Facilities
- Public Libraries

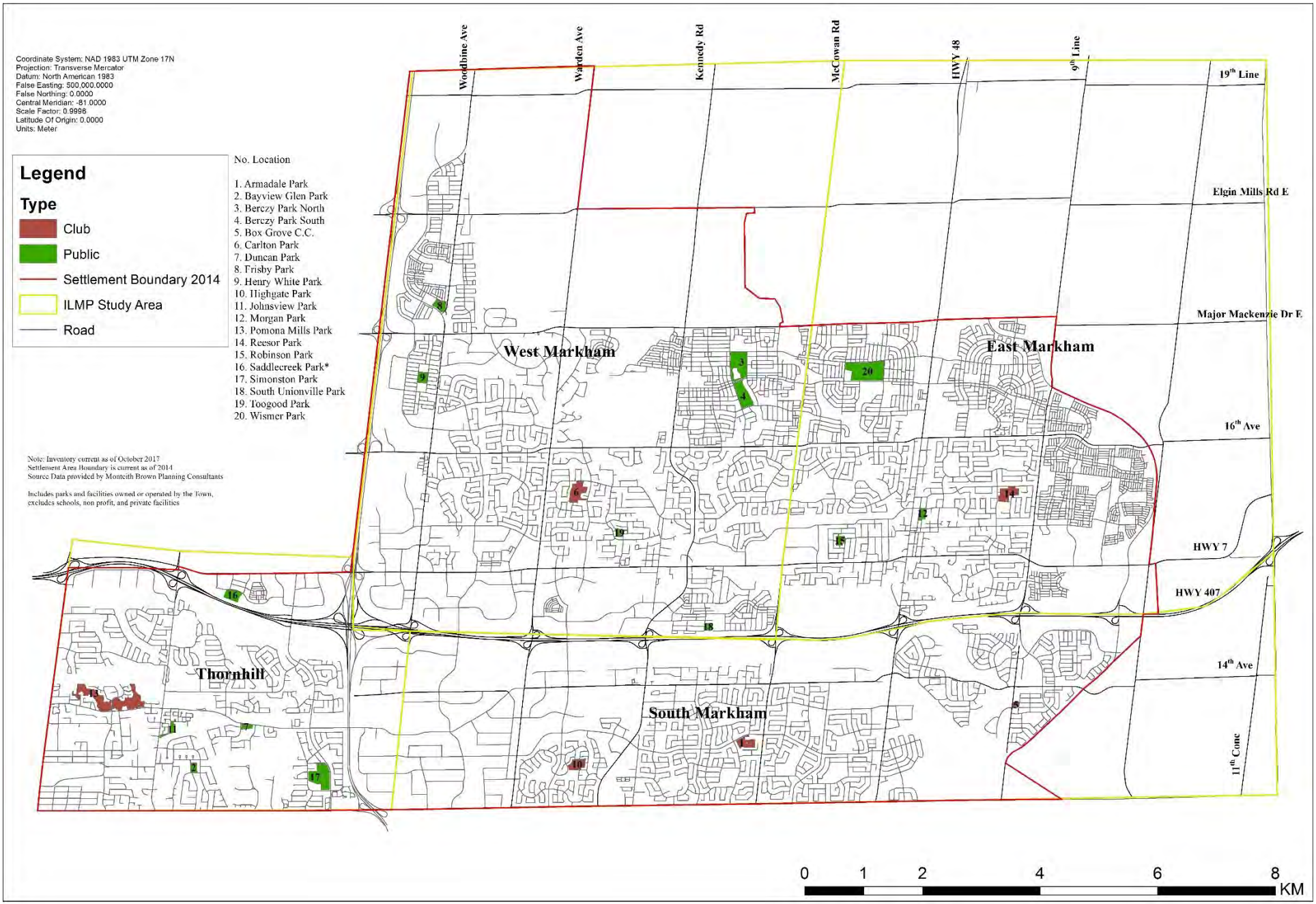
Soccer Fields



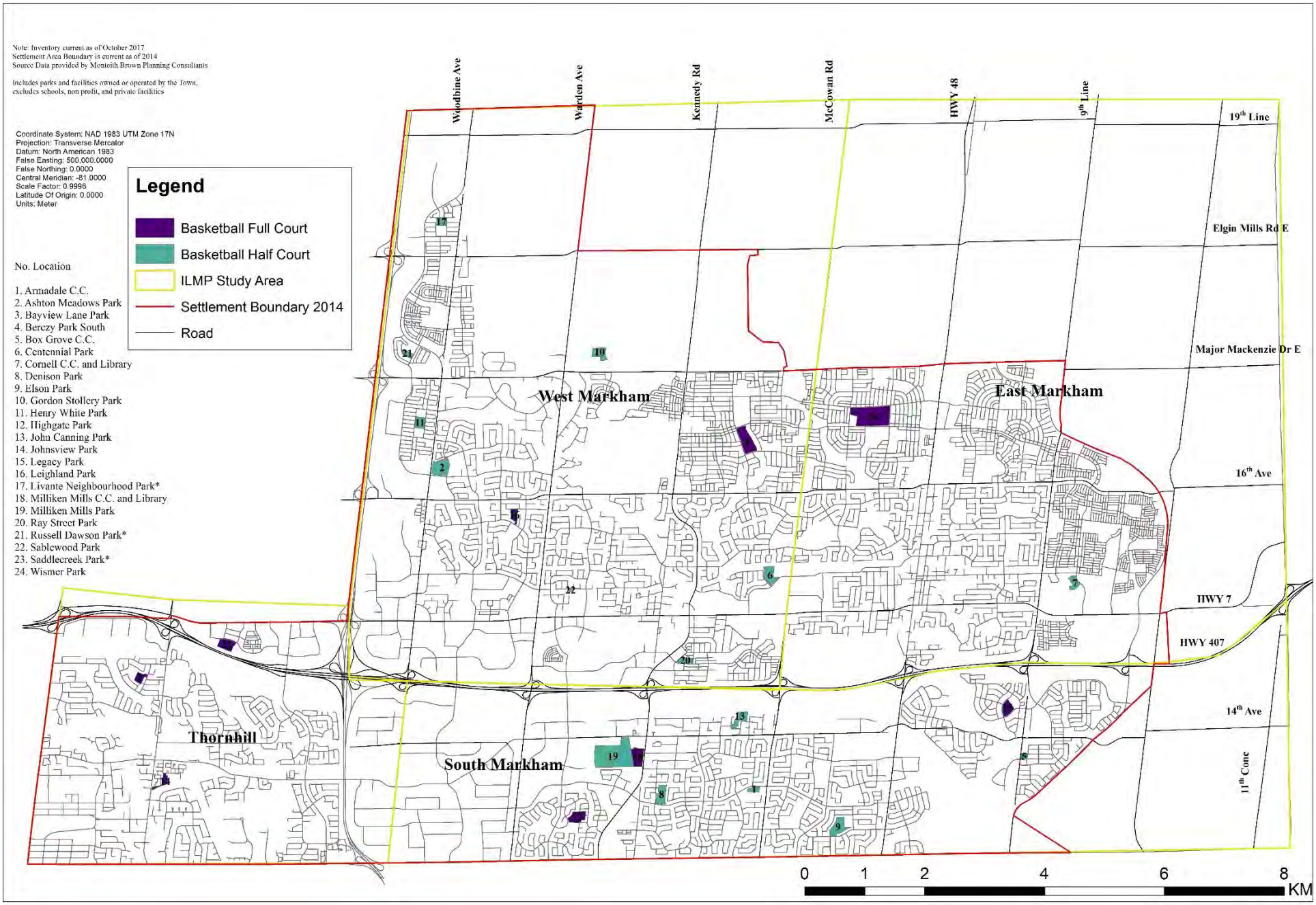
Ball Diamonds



Tennis Courts

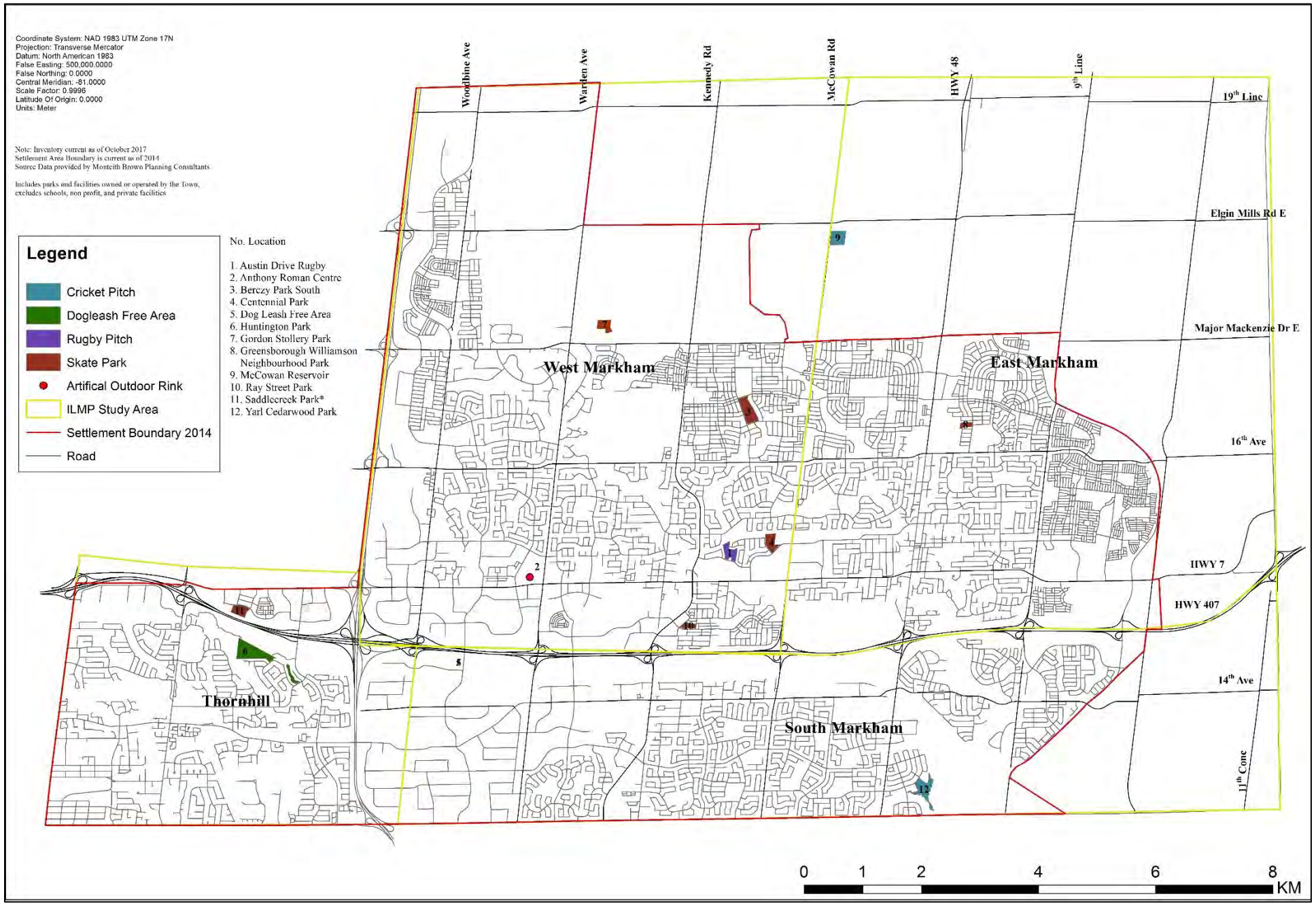


Outdoor Basketball Courts

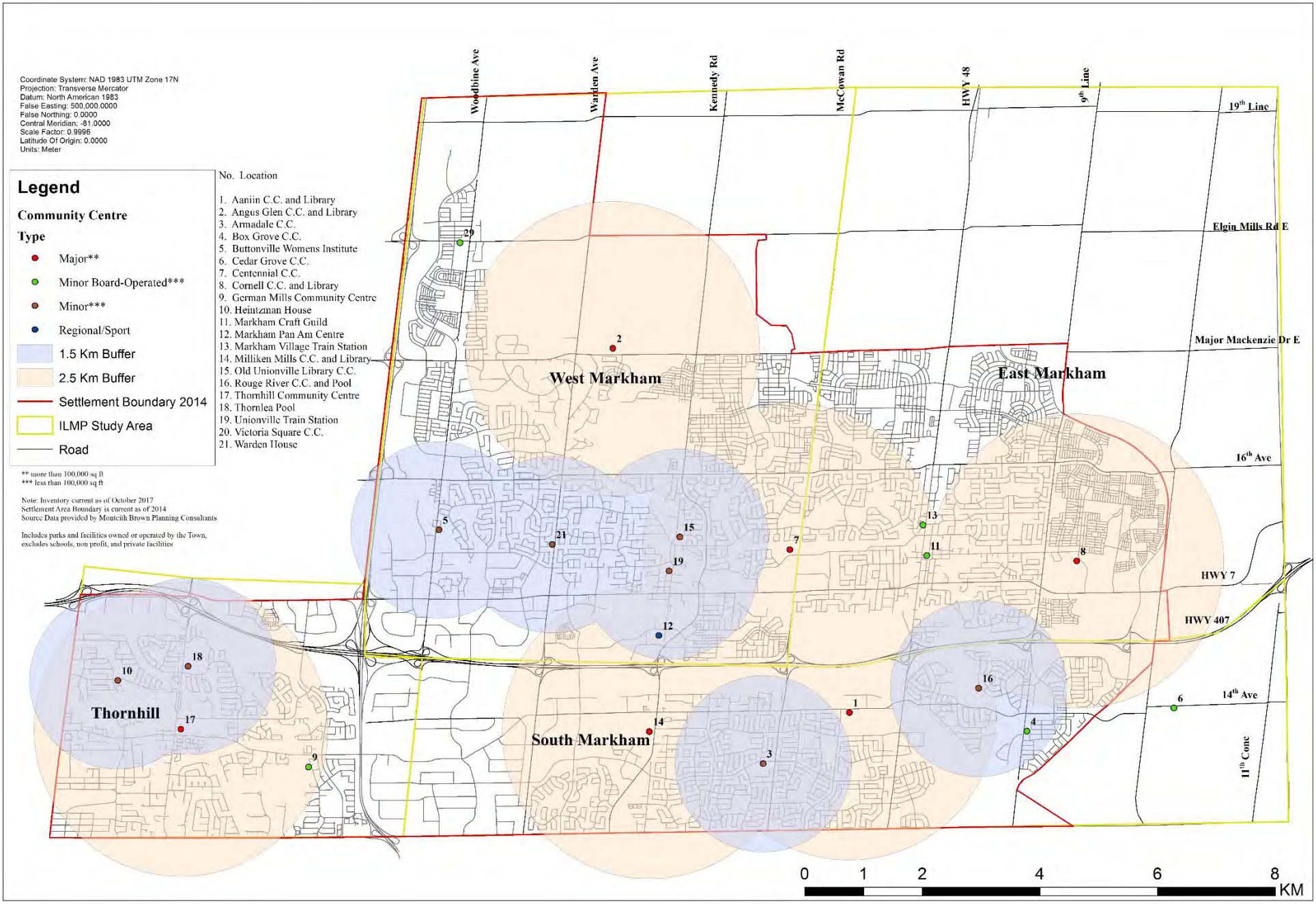


Playgrounds

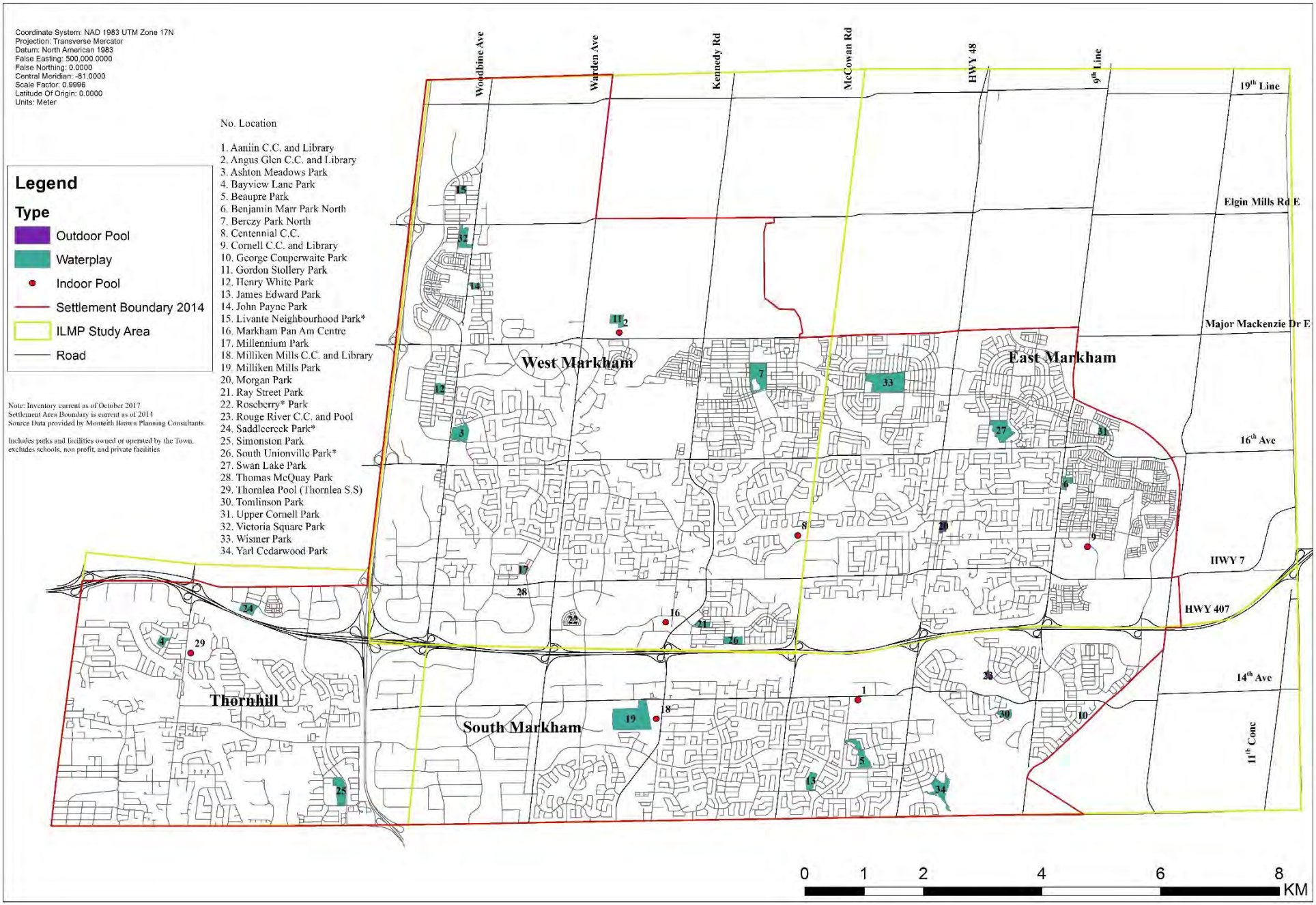
Other Recreation Facilities



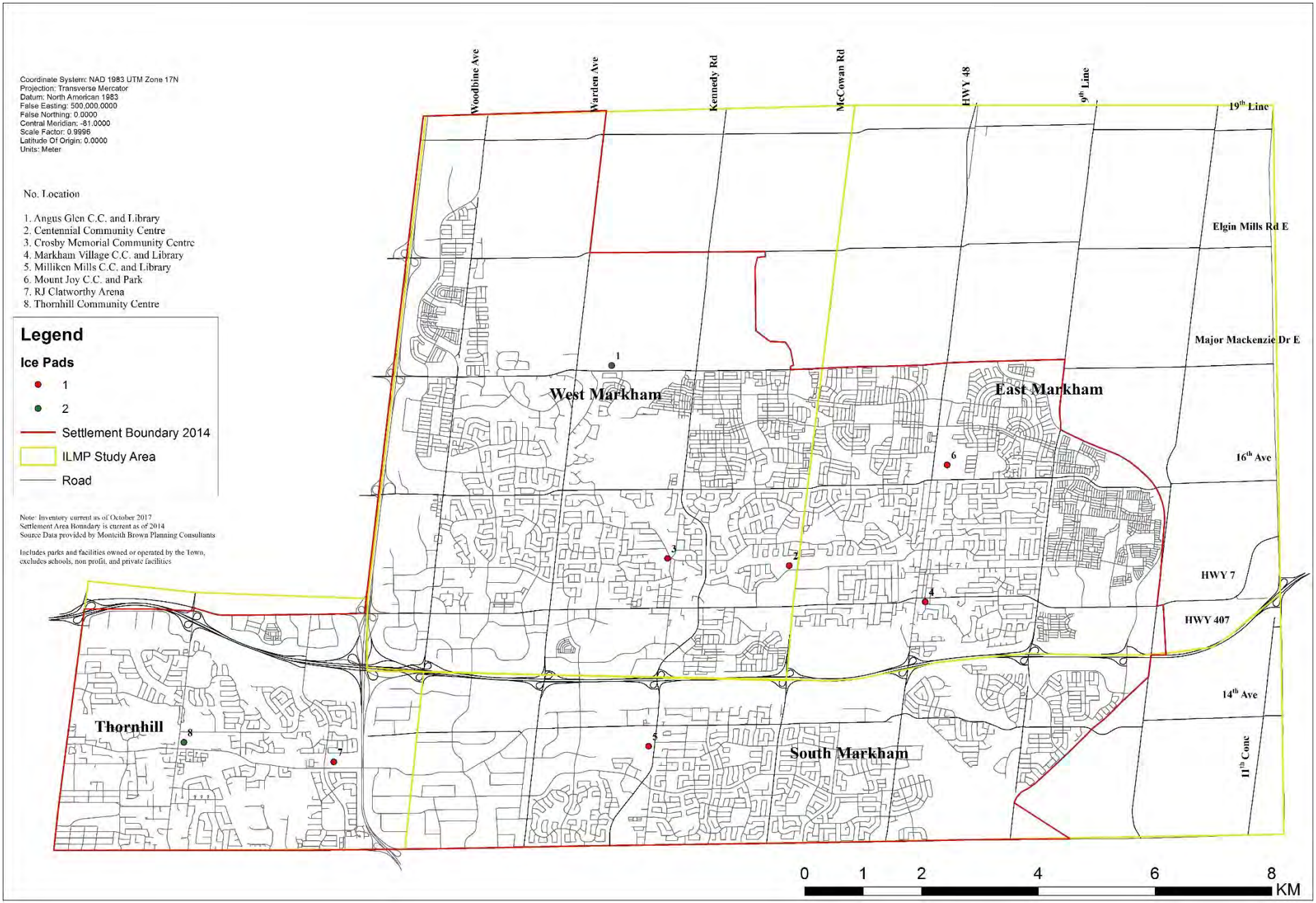
Community Centres



Aquatic Facilities



Arenas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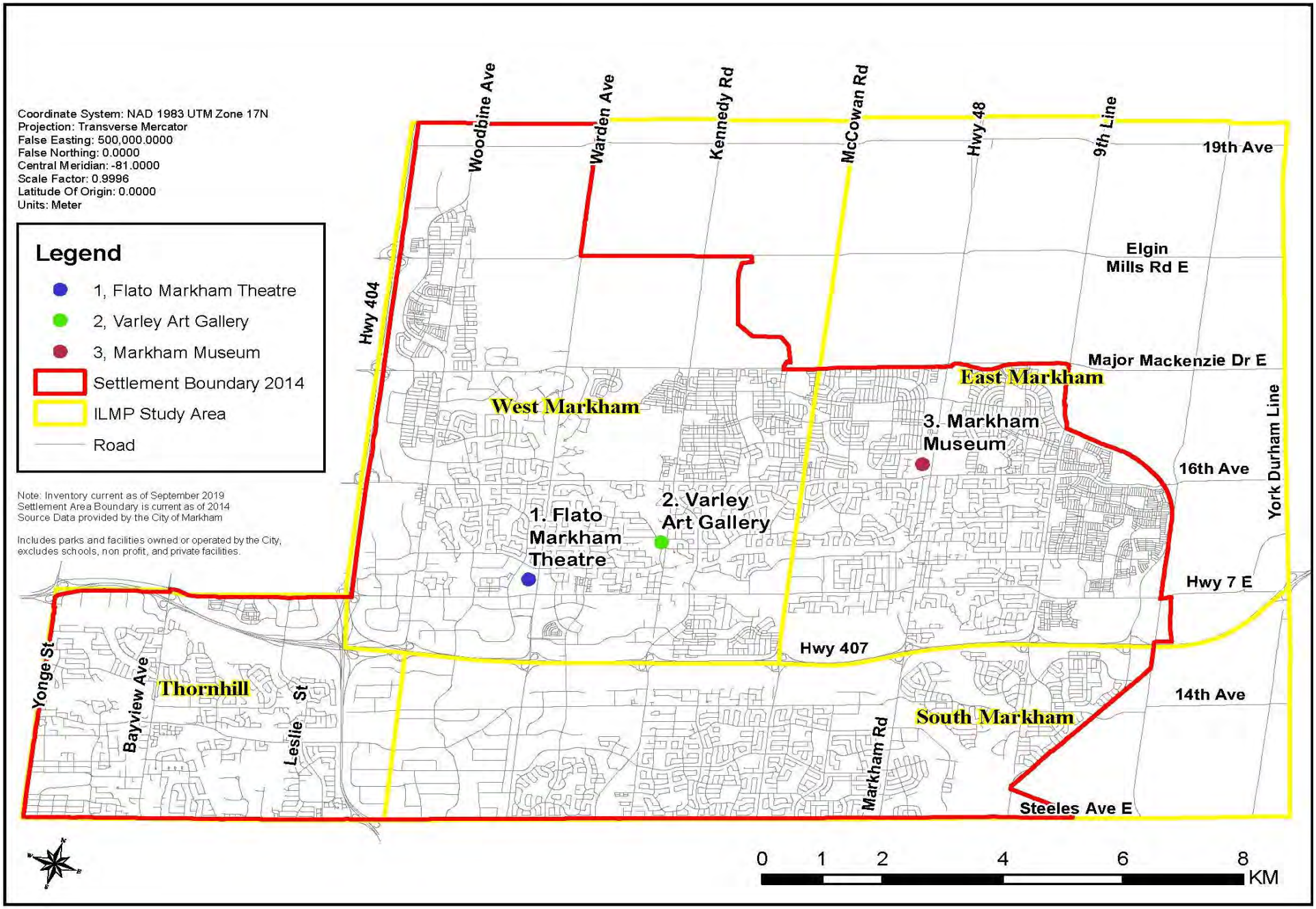
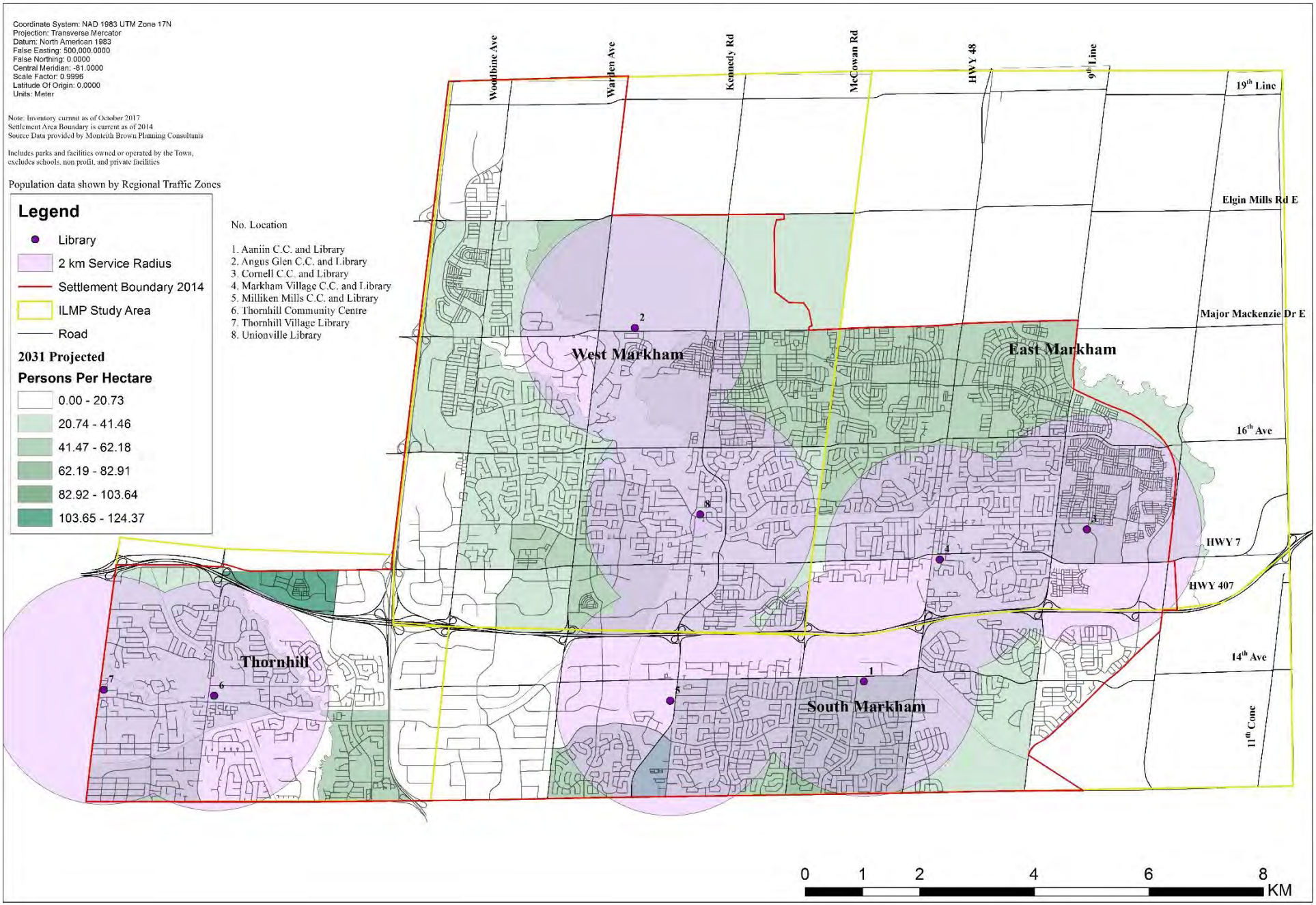
False Northing: 0.0000
Central Meridian: -81.0000
Scale Factor: 0.9996
Latitude Of Origin: 0.0000
Units: Meter
No. Location
1. Angus Glen C.C. and Library
2. Centennial Community Centre
3. Crosby Memorial Community Centre
4. Markham Village C.C. and Library
5. Milliken Mills C.C. and Library
6. Mount Joy C.C. and Park
7. RJ Clatworthy Arena
8. Thornhill Community Centre
Legend
Ice Pads
1
2
Settlement Boundary 2014
ILMP Study Area
Road
Note: Inventory current as of October 2017
Settlement Area Boundary is current as of 2014
Source Data provided by Monteith Brown Planning Consultants
Includes parks and facilities owned or operated by the Town, excludes schools, non profit, and private facilities
Woodbine Ave
Warden Ave
Kennedy Rd
McCowan Rd
HWY 48
9th Line
19th Line
Elgin Mills Rd E
Major Mackenzie Dr E
16th Ave
HWY 7
HWY 407
14th Ave
11th Conc
West Markham
East Markham
South Markham
Thornhill
0 1 2 4 6 8 KM

Arts & Culture Facilities



Public Libraries



Advisory Committee on Accessibility
May 13, 2019
Canada Room
5:00 PM

Attendance:
Barry Martin, Chair, Robert Hunn, Vice-Chair, Laura Meffren, Brian Lynch, George George, Valerie Kitazaki, Meenu Khanna, Kaushi Ragunathan, Elaine Vollett, Anna Giallonardo, Rita Lam, Nahid Verma, Jewell Lofsky, Cheryl McConney-Wilson, Diversity Specialist, Laura Gold, Council/Committee Coordinator, and Grace Lombardi, Legislative Coordinator

Item	Discussion	Action
1. Call to Order	The Advisory Committee on Accessibility convened at 5:02 pm with Barry Martin presiding, as Chair.	
2. March of Dimes Presentation	Sherry Haines from the March of Dimes was in attendance to provide a presentation on the services they provide. Members asked several questions regarding their accessibility services, and audits.	
3. Cycling & Pedestrian Advisory Committee Motion	Barry Martin, Chair provided an update from the City's Cycling & Pedestrian Advisory Committee. He inquired about the accessibility features the Committee would like to see in the new Rouge Valley Trail and Park, which is currently being designed/constructed. Committee discussed the Rouge Valley Trail and Park. They wanted to ensure that a portion of the trail was made accessible/barrier free. They also wanted the park to include an accessible park for people of various ages and disabilities that could be easily accessed by transit. Moved by George George Seconded by Bob Hunn That the Advisory Committee on Accessibility recommend to the Cycling & Pedestrian Advisory Committee that a portion of the Rouge Valley Trail be built Barrier Free with an Accessible Park; and, That If approved, the Advisory Committee on Accessibility approve all technical requirements for a barrier free trail and accessible recreational park in accordance with an Ontario Regulated Integrated	Provide Cycling & Pedestrian Committee with motion passed by Committee – Barry Martin

Item	Discussion	Action
	Accessible Standards act, with consideration of providing activities for all ages and levels of abilities. Carried	
4. Audits of City Facilities or Public Spaces	Jewells Lofsky and Barry Martin provided the committee with information on an audit that was conducted at Cosmo Music Centre. Jewells Lofsky informed the Committee about the Cosmo Fest, which will be held on June 1st from 8:30am to 6:00pm. Committee voted to submit the application to Cosmo Music to have a booth at the Festival. Grace and Laura will complete the application to submit to Cosmo Music. Once approved, Grace and Laura will circulate a sign up sheet to the committee to cover shifts (2 hour shifts) at the booth. Items required for booth: • Markham Tent • Markham table cloth • Brochures • Chairs and tables provided by Cosmo Music	Complete application form and circulate schedule for Cosmo Music Fest – Laura and Grace
5. Business Plan	Deferred to next meeting.	
6. Markham Accessibility Award	Laura will mail Members colour copies of the 2019 Accessibility Award nomination form, which includes the award criteria. She will also email Members a link to the award webpage once it has been updated. Committee was advised that one nomination has been received to date.	Mail copies of the 2019 Accessibility Award nomination form to the Committee – Laura Circulate the Accessibility Award wepage to the Committee once updated – Laura
7. Markham Accessibility Fair	Committee discussed educating the public on one disability this year, then another the following year rather than holding a fair. This could be developed into a "Did You Know" series that the Committee publishes in the local newspaper, or in another City publications. Laura suggested that it could possibly	

Item	Discussion	Action
	be published in "Markham Life" magazine, but that this would need to be investigated further if the Committee decided to pursue this option.	
8. New Business	The Chair advised that the Committee currently has no budget and that it may need to ask for a budget or look for sponsors to fund its projects.	
9. Adjournment	The Advisory Committee on Accessibility adjourned at 6:52 pm.	

Advisory Committee on Accessibility
June 17, 2019
Canada Room
5:00 PM

Attendance:
Barry Martin, Chair, Robert Hunn, Vice-Chair, Brian Lynch, Valerie Kitazaki, Meenu Khanna, Kaushi Ragunathan, Elaine Vollett, Anna Giallonardo, Rita Lam, Nahid Verma, Jewell Lofsky, Cheryl McConney-Wilson, Diversity Specialist, Laura Gold, Council/Committee Coordinator, and Grace Lombardi, Legislative Coordinator

Item	Discussion	Action
1. Call to Order	The Advisory Committee on Accessibility convened at 5:05 pm with Barry Martin presiding, as Chair.	
2. Taxi, Uber and Limousines Presentation	Chris Alexander, Supervisor, Licensing and Animal Service was unable to attend. The presentation will be rescheduled to another meeting date. Barry Martin, Chair provided an update from the General Committee meeting held on June 4, 2019 on taxi, Uber and limousine regulation in Markham. A Member of the Committee attended the meeting and requested that Markham provide in-house accessibility training to taxi, Uber and limousine drivers rather than contracting it out in order to ensure the training is effective and of a high quality. Barry spoke with Uber who would like to attend a meeting in the future to discuss suggestions on how to improve the accessibility of their services.	Barry to send Uber information to Clerks, Laura and Grace. Laura and Grace to contact UBER to attend future meeting.
3. Sub-Committees	The Committee created the following sub-committees: 1. Accessibility Education and Fair Members: Elaine Vollett Barry Martin Jewell Lofsky 2. Accessibility Award Members: Elaine Vollett Meenu Khanna Nahid Verma Rita Lam 3. Accessibility Park Members:	Laura and Grace to circulate committee members contact information for their sub-committees. Sub-committees to assign their own chair at their first meeting. Sub-committees to meet to discuss up coming events.

Item	Discussion	Action
	Barry Martin Kaushi Ragunathan Valerie Kitazaki Robert Hunn Anna Giallonardo Rita Lam 4. Accessible Audits Members: Robert Hunn Jewell Lofsky Anna Giallonardo Valerie Kitazaki	Committee Members who were unable to attend this meeting and are interested in joining a subcommittee can notify Laura or Grace.
4. Cosmo Music Festival	Barry provided an update on the Cosmo Music Festival. He found it was a great way to deliver information about the award and engage with the public. Barry suggested the Committee explore the idea of Markham Fair this year, and attending the Unionville Festival next year. Jewell recommended the Committee connect with York Region to find out what events they are hosting, suggesting this may help the Committee participate in more festivals/events. Moved by Elaine Vollett Seconded by Meenu Khanna That the City of Markham purchase a tent with the Markham logo on it for the Advisory Committee on Accessibility to use at events. Carried	Reach out to Markham Fair Board
5. Cycling & Pedestrian Advisory Committee Motion	Barry advised the motion the Committee passed at its last meeting regarding making a portion of the Rouge trail accessible was adopted by the Cycling & Pedestrian Advisory Committee (CPAC) and has now been forwarded to Council for its consideration.. Barry asked the Committee to provide feedback on the accessibility of Markham's parks, and trail system for him to take to CPAC on Thursday. The Committee provided the following feedback : • Improve Park Spaces;	

Item	Discussion	Action
	• Parks to have softer landing pads; • No Hydration area for service dogs; • More shaded areas; • Pave all trails; • Tables; • Braille. Barry suggested getting the master plan for all trails for the Committee to review before 2020.	
6. Business Plan	Committee reviewed and updated the 2019 Business Plan.	Laura to circulate 2019 Business Plan to committee.
7. Markham Accessibility Award	Information about the Accessibility Award is on the City's website. Barry suggested promoting the Award and possibly announcing the winners in the newspaper. The submission deadline for the award is September 6th. Laura suggested switching the September meeting from September 16th to September 9th to discuss and judge the submissions. The Committee agreed to this.	Add new form to website. Laura to send link to website to committee members.
8. Markham Accessibility Fair	The Sub-committee will meet to discuss the Markham Accessibility Fair.	
9. New Business	The Committee agreed to hold meetings in the summer. Barry suggested more content be added to the agenda to provide the Committee with more information on each item. Committee Members were advised to email Laura, Barry, or Grace if they would like to add an item to the agenda.	Next meeting date set for July 29th Grace and Laura to invite Chris Alexander, Supervisor, Animal Services and Licensing to attend the July meeting to discuss the licensing of Taxis, Uber and Limousines in the City of Markham, Private Transportation Company Report and the impact on accessible transportation.
10. Adjournment	The Advisory Committee on Accessibility adjourned at 6:47 pm.	

Advisory Committee on Accessibility
July 29, 2019
Canada Room
5:00 PM

Attendance:
Barry Martin, Chair, Robert Hunn, Vice-Chair, Brian Lynch, Jewell Lofsky, Rita Lam, Anna Giallonardo, Nahid Verma, Kaushi Ragunathan, Meenu Khanna, George George, Councillor Isa Lee, Laura Gold, Council/Committee Coordinator, and Grace Lombardi, Legislative Coordinator

Item	Discussion	Action
1. Call to Order	The Advisory Committee on Accessibility convened at 5:10 pm with Barry Martin presiding, as Chair.	
2. Taxi, Uber and Limousines Presentation	Michael Killingsworth, Deputy Clerk, By-law Enforcement, Licensing and Regulatory Services provided an update from the General Committee meetings held on May 6, 2019 and June 4, 2019 on taxi, Uber and limousine regulations in Markham. He provided a high-level review on where the City is with respect to accessible Private Transportation. Michael explained he is looking to improve accessible private transportation in Markham. To do this he has set up meetings with Mobility Plus, Uber, taxis etc. to work together. Committee Members spoke about the challenges with accessible transportation. Michael explained the City is trying to make a requirement for how many accessible private transportations vehicles (i.e. UBER) are on the road at all times. Committee Members stressed the importance of private transportation drivers being trained on how to assist someone with a disability. Currently, York Region has accessible customer service training. The Committee suggested that staff speak to someone from the York Region regarding their accessible customer service training. Michael explained he is looking at mirroring Toronto's accessible customer service drivers training.	Michael to reach out to TTC to receive sample of their training. Michael to contact Neil Davis - Digital Services Manager for the City of Vaughan.
3. Markham Accessibility Award	The Markham Accessibility Award Sub-committee provided an update on the preparation for the accessibility award. The update consisted of target demographics, an action plan, and a campaign plan (strategy). The sub-committee created a standard email template for members to use to promote the	Laura and Grace to send email template to committee members and councillors on behalf

Item	Discussion	Action
	accessibility award. Currently, the Committee has two nominations. September 6, 2019 is the deadline to submit nominations and they will be judged on September 9, 2019.	of the Markham Accessibility Award committee.
4. Markham Accessibility Education and Fair	Deferred to September meeting	
5. Markham Accessibility Fair	Deferred to September meeting	
6. Markham Accessibility Park	Deferred to September meeting	
7. Markham Accessibility Audits	Deferred to September meeting	
8. New Business		
9. Adjournment	The Advisory Committee on Accessibility adjourned at 6:58 pm.	

Animal Care Committee

MINUTES

May 15, 2019
Ontario Room
5:30 PM – 7:30 PM

Members	**Regrets**
Denielle Duncan, Chair Janet Andrews, Vice-Chair Aviva Harari Sherry Klein Shirley Lesch Judy Postello	Dr. Esther Attard Rhiannon Lane Michelle Lustri Julie Sook-Man Chan

Staff

John Britto, Committee Secretary (PT)

Guests and Members of the Public

Valerie Burke
Terri Daniels

Call to Order: The Animal Care Committee convened at 5:55 p.m. on Wednesday, May 15, 2019, with Denielle Duncan, Chair presiding as Chair.

Item	Discussion	Action
1. Approval of the April 17, 2019, Animal Care Committee meeting minutes	**Moved by: Janet Andrews** **Seconded by: Aviva Harari** **That the minutes of the April 17, 2019, Animal Care Committee meeting be approved, as presented.** **CARRIED**	
2. Business arising from the Minutes	Denielle Duncan, Chair advised that she has managed to source one brochure from a turtle rescue organization just outside of Orillia. They have requested a token donation for	

	using material from their brochure. We will need to tailor our brochures to make them more Markham-specific. The Committee was of the opinion that the City should print wildlife brochures in some commonly spoken languages in Markham other than English.	
3. Animal Control Program Update	a. <u>Cat Adoption & Education Centre</u> No update as staff were not in attendance at the meeting. b. <u>Barn Cat Program</u> No update as staff were not in attendance at the meeting. c. <u>By-law Review</u> No update as staff were not in attendance at the meeting.	
4. Events	a) <u>Fund Raising</u> No update. b) <u>Events</u> The committee discussed the Earth Day event held on April 27. There were numerous positive comments about our knowledge of wildlife matters. Denielle Duncan, Chair advised that in the past we have never paid to attend the Stiver Mill Farmers Market. This year we have been asked by the new organizers to pay. This year we have been wait-listed due to the number of paying vendors. They will contact us soon. The Markham Farmer's market has asked us to pay the $30 vendor fee this year for our booth during Markham Music Festival and Janet has paid and will submit the bill to staff.	

	Denielle further advised that we pay $50 for the Unionville Festival (noncommercial rate). We've never had to pay for any of the other markets. All these expenses are covered by the ACC annual budget and these events are very important for outreach and to promote Markham's services. Following are the upcoming events: • Unionville Festival June 1; • Stivermill Opening June 9; and • Markham Music Festival June 15. The CAEC will be sending one volunteer for the Unionville Festival on June 1st for the afternoon shift. The Committee has also invited the CAEC to the Stiver Mill and Markham Music Festivals. The Committee discussed volunteer responsibilities for the upcoming June events.	
5. New Business	1. Janet Andrews, Vice Chair advised that she sent the members a news update on the current status of Bill C-68, An Act to amend the Fisheries Act and other Acts in consequence. This Bill has been referred to the Standing Committee on Fisheries and Oceans. Bill C-68 aims to fulfill the Government's commitment to better protect Canada's freshwater and marine fisheries, helping to ensure their long-term economic and environmental sustainability. Changes include the restoration of protections removed for fish and fish habitats in 2012, as well as the introduction of new ecological safeguards including a full ban on the importation of shark fins. 2. Responding to a concern from a member about travelling with pets, Denielle Duncan, Chair advised that the Committee has a single page	

	handout on how to travel with your pets, but it needs to be updated or changed. Aviva volunteered to look into a new handout for this.	
6. Date of next meeting	5:30 p.m., Wednesday, June 19, 2019.	
7. Adjournment	The Animal Care Committee meeting adjourned at 6:40 p.m.	

Animal Care Committee

MINUTES

June 19, 2019
Ontario Room
5:30 PM – 7:30 PM

Members	**Regrets**
Denielle Duncan, Chair Janet Andrews, Vice-Chair Dr. Esther Attard Aviva Harari Sherry Klein Shirley Lesch Michelle Lustri Judy Postello	Rhiannon Lane Julie Sook-Man Chan

Staff

Christy Lehman, Licensing & Animal Services Coordinator
John Britto, Committee Secretary (PT)

Guests and Members of the Public

Valerie Burke
Terri Daniels

Call to Order: The Animal Care Committee convened at 5:36 p.m. on Wednesday, June 19, 2019, with Denielle Duncan, Chair presiding as Chair.

Item	Discussion	Action
1. Approval of the May 15, 2019, Animal Care Committee meeting minutes	**Moved by: Janet Andrews** **Seconded by: Dr. Esther Attard** **That the minutes of the May 15, 2019, Animal Care Committee meeting be approved, as presented.**	

	CARRIED	
2. Business arising from the Minutes	Christy Lehman, Licensing & Animal Services Coordinator advised that she will follow-up with the Corporate Communications Department regarding printing of wildlife brochures in some commonly spoken languages in Markham other than in English. Aviva agreed to follow-up on the matter of preparing a new 1-page handout on Travelling with your Pet.	Christy to contact Corporate Communications Aviva to prepare 1-page handout on Travelling with your Pet.
3. Animal Control Program Update	a. <u>Cat Adoption & Education Centre</u> Christy Lehman, Licensing & Animal Services Coordinator advised that 58 adoptions have been made to date, now totaling 663 adoptions. The CAEC have registered 938.5 volunteer hours. The Centre has two Co-op students (from Seneca and Durham College), and one more student will be coming in during the summer months to assist at the Centre. Christy further advised that she will update the Committee on the Cat Appreciation Day event being planned for August. b. <u>Barn Cat Program</u> No update. c. <u>By-law Review</u> Staff are still working on reviewing the large amount of documents / literature received from Zoo Check.	Christy to provide update on Cat Appreciation Day being planned in August.
4. Events	a) <u>Fund Raising</u> Denielle Duncan, Chair advised that in the past the Committee was able to generate funds upto $500 from the fund-raising events, however	

	this year we only made $190 at the Unionville festival. Denielle further advised that the table allotted to the Committee was not in a prime spot which could have contributed to this issue Responding to a statement about the organization of these events, Christy Lehman, Licensing & Animal Services Coordinator advised that these events are organized by the local BIA – they are not City events. Denielle further advised that the Markham Music Festival had the lowest attendance this year. Judy Postello, Treasurer reported $406.91 collected through various fund raising events. b) <u>Events</u> Christy Lehman, Licensing & Animal Services Coordinator advised that the proposed Fall Community Sale at the Thornhill Community Centre has been approved. Aviva Harari informed of events being organized by the Markham Islanders and the Markham Skating Club. Aviva was requested to find out details of the Hockey and Figure Skating events. Denielle Duncan, Chair advised that the CAEC attended the Unionville and the Markham Music festivals. Valerie Burke suggested that there should be less things displayed on the tables at the various fund-raising events, which could eliminate distraction and generate	Aviva to find out details of Hockey and Figure Skating events at the Markham Skating Club.

	more interest from those attending the events. Valerie also suggested that Animal Services should consider rebranding. She agreed to source new animal photos for the potential rebranding. Denielle Duncan, Chair advised that this issue has come up in the past and rebranding could potentially involve a lot of work. The Committee discussed potential display materials, including a new easel for the CAEC board. It was suggested that members bring their own pets to the various fund-raising events.	Valerie to source new animal photos for rebranding.
5. New Business	1. The Committee discussed an article titled "First Pets for Kids" in the Olde Thornhill magazine. Valerie Burke advised that the magazine has requested her to write a positive article for the magazine on responsible pet care. 2. The Committee discussed the passing of Bill C-68 in the Senate instituting new safeguards for fish and their habitat that includes government sponsored amendments banning shark fin imports. Among other changes, the amendments incorporated provisions banning the practice of shark finning and the import and export of shark fins. Specifically, the changes would make it mandatory to have a permit for the importation and exportation of the class of marine mammals, known as cetaceans. **Moved by: Janet Andrews** **Seconded by: Sherry Klein** **The Animal Care Committee applauds the Senate for amending the Fisheries Act through Bill C-68, banning the importing and exporting**	Valerie to write an article in the Olde Thornhill magazine on responsible pet care.

	of shark fins and protecting the fish habitat. **CARRIED** 3. Responding to a question with respect to status of dog off leash areas in Markham, Christy Lehman, Licensing & Animal Services Coordinator advised that Ashley Visneski is the new Manager of Parks & Open Spaces, since the retirement of Linda Irvine. Denielle Duncan, Chair agreed to find out from Ashley the status of this initiative. 4. Denielle Duncan, Chair volunteered to find out if the dog day is still happening at the Stiver Mill ECO Day event in August. 5. Christy Lehman, Licensing & Animal Services Coordinator volunteered to find out about the Doggy Swim Day to be held on Labour Day.	Denielle to contact Ashley Visneski with respect to off leash areas in Markham. Denielle to find out about Dog Day at Stiver Mill ECO Day event. Christy to find out about Doggy Swim Day on Labour Day.
6. Date of next meeting	5:30 p.m., Wednesday, September 18, 2019.	
7. Adjournment	The Animal Care Committee meeting adjourned at 6:40 p.m.	

MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE

MINUTES

Ontario Room, Markham Civic Centre
June 20, 2019

Attendance

Members
Kevin Boon, Chair
Christopher Ford, Vice Chair
Phil Ling
Karl Lyew, Immediate Past Chair
Nadine Pinto
Diane Ross

Regrets
Ashok Bangia
Karl Fernandes
Natasha Welch
Regional Councillor Jack Heath
Regional Councillor Joe Li

Guests
Martin Bush, Drawdown
Stuart Cumner, Resident
Paddy Wong, Resident

Staff
Jacqueline Tung, Community Engagement Assistant
Jennifer Wong, Sustainability Coordinator
Bev Shugg Barbeito, Committee Coordinator

1. CALL TO ORDER

The Markham Environmental Advisory Committee (MEAC) was called to order at 7:13 PM with Kevin Boon presiding as Chair.

2. CHANGES OR ADDITIONS TO THE AGENDA

It was agreed to add the following item to Other Business:

- York Region EAC report

The agenda was accepted as amended.

3. ADOPTION OF THE MINUTES OF THE MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE MEETING HELD ON APRIL 18, 2019

It was

Moved by Nadine Pinto
Seconded by Phil Ling

That the minutes of the Markham Environmental Advisory Committee (MEAC) meeting held on May 16, 2019 be adopted as distributed.

CARRIED

4. MATTERS ARISING FROM THE MINUTES

A. INFORMATION ON MARKHAM INITIATIVES AND COUNCIL MATTERS

- No report was available.

B. FOLLOW UP ON ACTION ITEMS

Chair Kevin Boon reviewed the list of action items and noted that the items reflect agenda items for this meeting.

5. NEW BUSINESS

A. MARKHAM EARTH DAY 2020 PLANNING

The Committee discussed possible plans for the 2020 Earth Day event and whether it was time to change the format of the event. Markham staff advised that they would welcome all suggestions. The Committee discussed ways to attract residents to the event; feedback from 2019 attendees indicated that Markham's Earth Day event did not include activities for adults so this may be an area to address for future events. Other suggestions included featuring prominent environmental speakers, showing environmentally-related movies, including entertainment such as local musicians, and creating a fair-like atmosphere. Committee members also discussed the possibility of involving schools or holding the event in a warmer month than April so that more activities could be held outside. Committee members discussed where to hold the event; suggestions included the Markham Flato Theatre and the Markham Civic Centre, although it was agreed that it was best to go where people are such as shopping malls. Committee members felt that broad media coverage is needed. Jacqueline Tung will investigate costs with Markham Special Events staff. Christopher Ford will send a meeting invitation to the subcommittee to meet during the summer.

Jennifer Wong advised that Markham is developing an Energy Literacy survey to learn what Markham residents understand about energy topics and what issues resonate with them. Committee members took the survey and provided feedback including making the survey available in many languages to reflect the diversity in Markham. It is hoped that Committee members could be involved in rolling out the survey to Markham residents.

B. CLIMATE EMERGENCY

Phil Ling displayed and reviewed the results of input from Committee members to the proposed draft declaration related to the state of climate emergency for Markham Council to consider. It had been suggested previously that such a Council declaration would signal to the Markham community that Council is aware there is a climate emergency and that it wants to do something about it. The Committee discussed and edited the draft declaration. Chair Kevin Boon, Vice Chair Christopher Ford and Phil Ling will finalize the draft and forward it to Regional Councillor Jack Heath and Regional Councillor Joe Li for their review and comment.

C. MEETING FORMAT AND TOPICS

Vice Chair Christopher Ford proposed that, to make MEAC meetings more purposeful, speakers be invited to make presentations on a variety of environmentally-related topics. Committee members agreed in principle with the proposal and suggested possible topics such as Markham's initiatives relating to waste management, single use plastics, and Greenprint actions. Christopher Ford will draft a schedule for Committee review.

6. OTHER BUSINESS

- Chair Kevin Boon was asked to check with the Clerk's Office about the status of new members for the Committee.
- Vice Chair Christopher Ford advised that the York Region EAC meeting was held recently in King City. He noted that many York Region cities do not have the support from their Councils that MEAC enjoys. It was noted that other EACs in York Region look to MEAC for ideas.

7. NEXT MEETING

The next meeting of the Markham Environmental Advisory Committee will be held on Thursday, September 19, 2019 at 7:00 p.m., in the Ontario Room, Markham Civic Centre.

8. ADJOURNMENT

It was

Moved by Christopher Ford
Seconded by Karl Lyew

That the Markham Environmental Advisory Committee adjourn at 9:25 PM.

CARRIED

MARKHAM-MILLIKEN CHILDREN'S FESTIVAL COMMITTEE

May 29th, 2019
Council Chamber
5:30 P.M.

Attendance

Members:
Councillor Khalid Usman
Chelsea Wang
Diana Mousavi
Farwa Jafri
Jim Motton
Kitty Leung
Chelliah Killivalavan
Prem Kapur
Quiddie Cheung
Sunil Channan
Veronica Siu
Phoebe Ho, Finance Representative
Tasha Shahamat-Manesh

Staff:
Yvonne Lord Buckley, Corporate Communications and Community Engagement Representative
Jing Yu, Corporate Communications and Community Engagement Representative
Craig Breen, Operations
Emma Girard, Corporate Communications and Community Engagement Representative
Rebecca Cotter, Corporate Communications and Community Engagement Representative
Ragavan Paranchothy, Corporate Communications and Community Engagement Representative
Renee Zhang, Corporate Communications and Community Engagement Representative

Regrets:
Councillor Amanda Collucci
Councillor Isa Lee
Jermiah Vuejaratnam
Melissa Nicholas
Andrea Berry, Corporate Communications and Community Engagement Representative
Brieanna Gabbard, Recreation
Alex Sepe, Council/Committee Coordinator

The meeting of the Markham-Milliken Children's Festival Committee convened at 5:30 p.m. with Councillor Usman presiding as Chair.

1. Adoption of the amended Minutes of September 26, 2018 meeting of the Markham-Milliken Children's Festival Committee.

Moved By: Diana Mousavi
Seconded By: Quidde Cheung

That the Minutes of the September 26, 2018 meeting of the Markham-Milliken Children's Festival Committee be adopted as distributed.

Carried.

1. Staging and Entertainment

- Councillor Usman asked committee members to determine an area that they are interested in assisting with, and provide their choices next committee meeting.
- Jim Motton stated that it was difficult to hear throughout the grounds of last year's festival due to the noise of inflatables, persons, tents etc. He informed the committee that he would like to assist in developing the layout of the grounds for 2019.
- Emma Girard stated that last year's festival lost child protocol worked well.
- Last year's festival ran from approximately 10:00 a.m. to 7:00 p.m., the entertainment inside the community centre began at 11:30 a.m., the opening ceremony began at 11:30 a.m., the gazebo at the outside area ran from 10:00 a.m. to 7:00 p.m.
- This year the festival will take place at Aaniin Community Centre & Library on Saturday, August 24th 2019.
- Yvonne will do a site visit and determine what inflatables are required, and will spend in-line with the 2018 budget.
    - Trinela Cane stated that if there is additional room for more inflatables, then they should be considered in the budget.
- Crayola creates a 'pavement paint', a committee member will reach out and see if they can be donated.

Motion: The committee endorses the base budget of the 2018 as the amount to be spent on major areas of the 2019 budget, as confirmed by Veronica Siu.

Moved by: Councillor Usman
Seconded by: Prem Kapur

Carried.

2. Finance

- Veronica Siu gave a presentation outlining the 2018 festival budget.
- The cumulative deficit at the end of 2018 was ($10,841).

- Councillor Usman said that the 2018 festival actual expenses/revenues will serve as an approximate 2019 budget.

2. Sponsorship

- Trinela Cane stated that the committee did a great job in 2018 to cut back costs. Initiatives like the Play-All-Day passes, the mix of entertainment at the community centre, and the availability of indoor space were helpful for making the event profitable. The festival also has an additional $25,000 from Tim Hortons that will assist in offsetting costs.
- Jim said that he has one truck with LED screens. These screens can be used to sell advertisement space. If you sell approximately 13 ads then the cost of the truck rental is offset. The average cost per ad costs approximately $125 to $450 each.
- Diana Mousavi informed the committee that last year the committee advertised the festival through the York District school board by giving students take-home flyers. Emma Girard will help Diana with the 2019 flyer.
- Trinela Cane said that Tim Hortons will advertise the festival on electronic information screens inside York Region stores.

3. Operations

- Craig Breen provided the 2018 festival traffic control plan. Last year Street 'A' was a one-way street towards Middlefield Road. Vanni Avenue provided an entrance to Aaniin and a festival drop off spot. The fencing surrounding the library was useful in preventing people from stopping along 14th Avenue. The goal is to encourage pedestrians to cross along the intersections.
- Councillor Usman asked Craig if there were any issues last year
    - Craig said that the most common complaint was that people could not access the library to return books.
- Trinela informed the committee that there was also a volunteer last year that would take books from residents and return them to the library. Another challenge that arose last year was the need to reserve parking for residents that were at the community centre for swimming lessons.
    - Committee asked if we could fix this
    - Emma Girard said that it is not ideal to cancel swimming lessons on the day of the festival at this point, due to the lessons already being registered and if they were to be rescheduled there is a limited amount of dates available.
- Trinela stated that a recommendation based on last year's feedback was reserving one parking lot strictly for food vendors, and the other two parking lots would be used for the festival. Since parking was limited the shuttle bus was useful for attendees.
- Committee reached out to Mara Technologies along with the church to provide additional parking.
- Operations will look into parking at the vacant parking lot across the street owned by a local developer. Craig will report back to the committee.

4. Volunteers

- Emma Girard worked with Brieanna Gabbard last year, partnering with **Happy Life Financial Services** Volunteer Sponsor, to provide and manage volunteers for the event. Emma stated this year that event no longer required external support for volunteer management. It will be mandatory for all volunteers and committee members to have their vulnerable sector check from YRP completed.
- Councillor Usman asked how many volunteers will be required for the event
    - Emma stated that last year there were over 100 volunteers.
    - Trinela Cane said that Tim Horton's TV may be a great option to advertise volunteer positions.
- The age requirements for volunteers is as follow:
    - 14 yrs with parental permission,
    - 16 yrs without permission.
    - 16 yrs+ is preferred though
- Diana suggested a recognition award (i.e. sticker, certificate) to encourage volunteers to work hard.
- Trinela Cane said that the strength of the team lead/section captains is a big factor in encouraging volunteers to work hard along with training.

5. Corporate Communications/Advertising

- Emma Girard informed the committee that Michael Blackburn will join the team this year.
- Last year advertising was done through the City's free assets such as electronic information boards (EIBs), marquees, social media and the website.
- This year's advertising will consist of photos and videography from the 2018 festival, repurposed into a sizzle reel.
- Councillor Usman questioned if a banner will be possible
    - Emma said that a banner can be erected if funding is available.
- If there are upcoming events at Aaniin, which can be a useful opportunity to advertise the event at. Rebecca will assist in creating information sheets at events.
- Jim has moveable billboards that can be put together for Canada Day, he also has billboard harnesses that can fit onto H-Frame signs.
- Mobile signs are part of the paid portion of the advertising campaign.

6. Website

- Emma Girard informed the committee that the website is up and running and it will continue to be updated at markham.ca/events and more directly markham.ca/childrensfestival.

7. Next Meeting Date

- June 19, 2019 at 6:00pm at the Aaniin Community Centre & Library.

8. Adjournment

That the Markham-Milliken Children's Festival Committee be adjourned at 7:15 p.m.

Moved By: Sunil Channan
Seconded By: Chelliah Killivalavan

Carried.

Note:
Subcommittee for committee members to join:
Main Stage entertainment within the Aaniin Community Centre
Children's Activities
Volunteer coordination
Play all day passes

MARKHAM-MILLIKEN CHILDREN'S FESTIVAL COMMITTEE

MINUTES
June 19, 2019
Meeting No. 2

Attendance

Members
Sunil Channan
Quiddie Cheung
Farwa Jafri
Chelliah Killivalavan
Kitty Leung
Jim Motton
Diana Mousavi
Chelsea Wang

Council
Councillor Amanda Collucci
Councillor Isa Lee
Councillor Khalid Usman

Staff
Trinela Cane,
Commissioner of Corporate Services
Rebecca Cotter, Corporate Communications
Emma Girard, Corporate Communications
Phoebe Ho, EA to Councillor Lee
Yvonne Lord Buckley,
Corporate Communications
Ragavan Paranchothy,
Corporate Communications
Tasha Shahamat-Manesh,
EA to Councillor Khalid Usman
Veronica Siu, Senior Business Analyst
Renee Zhang, Special Events
Bev Shugg Barbeito, Committee Coordinator

Regrets
Prem Kapur
Jermiah Vueyaratnam
Andrea Berry, Corporate Communications
Craig Breen, Operations
Brieanna Gabbard, Recreation
Jing Yu, Corporate Communications

The second meeting of the Markham-Milliken Children's Festival Committee convened at 6:10 p.m. with Councillor Khalid Usman serving as Chair.

1. WELCOME
Councillor Khalid Usman welcomed everyone to the meeting.

2. ADOPTION OF THE MINUTES OF THE MEETING HELD ON MAY 29, 2019

Markham Staff will provide revised minutes reflecting amendments.

It was

Moved by Chelliah Killivalavan
Seconded by Farwa Jafri

That the minutes of the Markham-Milliken Children's Festival Committee meeting held on May 29, 2019 be adopted as amended.

CARRIED

3. PLANNING FOR 2019 MARKHAM-MILLIKEN CHILDREN'S FESTIVAL

a) Staging and Entertainment
The Committee discussed options for entertainment. Jim Motton made a number of suggestions; it was recommended that he develop a proposal to review with Trinela Cane and Markham Special Events staff. There will be an indoor stage where entertainment suitable for children under age twelve years old will need to be scheduled for most of the day. Councillor Collucci will recommend some possible entertainers for consideration. It is thought that there are many local singing and/or dancing groups which may be interested. Yvonne Lord Buckley reported that it may be possible to schedule participants from the Markham Star Search contest, as well as entertainers scheduled for Canada Day events. Emma Girard noted that Yamaha School of Music also wishes to be part of the entertainment line-up.

It was advised that a subcommittee would be needed to contact entertainers, help coordinate the entertainment planning, and be on site on the day of the Children's Festival to ensure the entertainment line-up runs smoothly. Sunil Channan, Chelliah Killivalavan, Kitty Leung, Jim Motton, Councillor Collucci and Councillor Lee volunteered to serve on the subcommittee. Yvonne Lord Buckley will support and coordinate the subcommittee's efforts.

b) Finance
Veronica Siu, Senior Business Analyst, distributed and reviewed a detailed worksheet entitled *Children's Festival Preliminary Budget as of May 30, 2019* outlining the 2018 festival results and current festival financial position. The cumulative deficit at the end of 2018 was -$10,841. She reviewed the report, advising that the 2018 Actual Expenses serve as the 2019 base budget, the budget allocations have been laid out by major categories, and expenses and commitments will be filled in as they are known. In response to questions, Committee members were advised that an increase in Security expenses is due to the YRP requirement to include a certain number of officers per the number of expected attendees.

The Committee discussed Play All Day Passes. It was noted that, in 2018, sales in advance of the Children's Festival were successful; however, overall sales were lower than expected primarily due to poor weather affecting day-of-event attendance and sales. The 2018 cost was $10 per pass. It was noted that any increase in the price would need to reflect the fact that the Children's Festival is not meant as an opportunity to make profits but rather for children to have fun. After discussion, it was agreed that the 2019 price would be $12; a discount of $2 per pass, i.e. paying the 2018 price for the 2019 pass, will be offered if passes are bought in advance. Advance sales of the Play All Day Passes will begin soon and will be offered at other Markham events, such as 2019 Canada Day.

The Committee briefly discussed plans to reunite lost children with their family. It was reported that the process in place last year worked well: volunteers are trained to handle this type of situation, children are given special wrist bands, and announcements are made throughout the park. It was noted that, last year, there were only three lost children and each situation was resolved within minutes.

c) Sponsorship
It was reported that the Sponsorship target has been increased for 2019. Corporate Communications has a number of promising leads and fully expects that the target will be met or exceeded. Local businesses may sponsor the Children's Festival in exchange for appropriate recognition. Trinela Cane will arrange a meeting with Councillor Collucci, Councillor Lee, Councillor Usman and Michael (Mike) Freethy to discuss strategies for reaching the sponsorship target.

d) Operations
Yvonne Lord Buckley provided information about inflatable slides and mazes. Children with special needs will be given a different coloured wristband so that they will not need to stand in line for these activities. Volunteers will be needed to maintain line control.

It is hoped that volunteers will be recruited for the Arts & Crafts Committee.

A site visit of the Aaniin Community Centre will be conducted during the next meeting.

e) Volunteers
It was reported that the Volunteer Subcommittee members include Emma Girard, Brieanna Gabbard, Diana Mousavi, Quiddie Cheung and Kitty Leung; Diane Mousavi will serve as Chair of the subcommittee. A message recruiting volunteers has been placed on the City's website; it was also suggested that ads be placed on Tim Hortons electronic information screens inside York Region stores and also be announced at Canada Day. Adults will need to be recruited to serve as team captains to manage the staffing of the various activity areas. Other volunteers may be children aged 14+; all must have YRP certification. Volunteer training will be scheduled approximately one week prior to the Children's Festival.

f) Corporate Communications/Advertising
It was reported that ads have been or will be placed in Markham Life, SNAP'D, and Markham Review. After the Canada Day events, other ads, the communications and social media plan, and general promotions such as mobile signs, posters and will be placed. Committee members also suggested advertising via the City bulletin boards and a mobile sign at the entrance to Milne Park at the Canada Day celebrations.

g) Website
It was reported that the website is active.

4. NEXT MEETING

The next meetings will be scheduled as follows:

- Wednesday, July 10, 2019 at Aaniin Community Centre
- Wednesday, July 24, 2019 at Markham Civic Centre
- Wednesday, August 7, 2019 at Markham Civic Centre
- Wednesday, August 21, 2019 at Markham Civic Centre

6. ADJOURNMENT

It was

Moved by Jim Motton
Seconded by Diana Mousavi

That the second meeting of the Markham-Milliken Children's Festival Committee adjourn at 7:45 PM.

CARRIED

MARKHAM-MILLIKEN CHILDREN'S FESTIVAL COMMITTEE

July 10, 2019
Council Chamber
5:30 P.M.

Attendance

Members:
Councillor Khalid Usman
Councillor Amanda Collucci
Councillor Isa Lee
Diana Mousavi
Farwa Jafri
Jim Motton
Kitty Leung
Chelliah Killivalavan
Sunil Channan
Veronica Siu
Tasha Shahamat-Manesh
Chelsea Wang

Staff:
Jing Yu, Corporate Communication Representative
Craig Breen, Operations
Rebecca Cotter, Communications
Ragavan Paranchoothy, Communications
Andrea Berry, Communications
Brieanna Gabbard, Recreation
Trinela Cane, Commissioner of Corporate Services
Michael Blackburn
Anthony (Aaniin Community Centre)
Renee Zhang, Communications

Regrets:
Jermiah Vuejaratnam
Melissa Nicholas
Prem Kapur
Quiddie Cheung
Yvonne Lord Buckley, Corporate Communication Representative
Emma Girad, Communications
Phoebe Ho

The meeting of the Markham-Milliken Children's Festival Committee convened at 5:30 pm with Councillor Usman presiding as Chair.

1. Adoption of the amended Minutes of June 19, 2019 meeting of the Markham-Milliken Children's Festival Committee.

Moved By: Sunil Channan
Seconded By: Kitty Leung

That the Minutes of the June 19, 2019 meeting of the Markham-Milliken Children's Festival Committee be adopted as distributed.

Carried.

2. Planning for Markham Milliken Children's Festival 2019

a) Site Visit

- Rebecca Cotter discussed the Aaniin Community Centre site plan from 2018.
    - Lot 1 (West Lot) will remain for vendor/performer parking. Parking lot 2 will remain for swimming lessons and community centre uses. Parking lot 3 will be the location of non-for-profit vendors.
    - Play all day wrist band area is delineated by the thick black line, housing activities such as air brushing, log mountain slide, spring free trampolines, picnic tables etc.
- A question as raised as to where the shuttle bus come from?
    - Rebecca said last year the Markham Civic Centre shuttle was put in place due to the festival taking place at the Civic Centre in 2017, the purpose was to provide convenience for festival goers whom may of not known about the location change.
- Councillor Collucci questioned how can we ensure people are only using the parking lot for swimming lessons, and not the festival?
    - Rebecca said that to get into parking lot one you will need to provide a staff or vendor pass.
    - Anthony informed the committee that 2 weeks prior to the 2018 festival, swimmers were given tokens as a parking pass and were instructed to leave the token on their dash board. Due to swim lessons being staggered, there is a reduced amount of people in attendance at one time.

b) Staging and Entertainment

Councillor Collucci provided an update regarding the following information.

- The inside stage opens at 12:00 pm until 7:00 pm.
- The list of entertainers from the 2018 festival will be used to invite previous performers for the 2019 festival. New potential performers for 2019 Tamil performers, magician, Zumba instructor).
    - Councillor Isa Lee said she supported the idea of inviting a martial arts group to the festival, however they will most likely come with a fee.
    - Diana Mousavai found a martial arts group that may be able to perform for free.
- Councillor Usman said the committee should look through the 2018 list of performers and determine which performers we would like to return.

- There is a screen above the stage which can be used during the performance and display sponsors.
- Andrea Berry said that Aaron Matthews was a great performer, with a large social media following. There was also a sister duo who won a national dance competition from 2017, that may be a performance option.
- At the 2018 festival the City created a banner for the side of the stage, which is available for use this year.
- Jim Motton can create sponsor videos for his LED video truck. He then questioned if there is a sponsorship package available to provide to potential sponsors?
    - Michael Blackburn informed the committee that there is a generic corporate sponsorship package available on the Markham website.

- Michael Blackburn stated that by next committee meeting they will have a headliner retained.
- Ragavan said that last year the outdoor stage was on from 11 -7 pm, music played the whole time and they had a host interacting with children.

c) Finance

Veronica Siu provided an update regarding finances.

- The grand total of 2018 was a deficit of $10, 841.39.
- Committee will touch in with recreation on a biweekly basis to see how many passes have been sold and will update the committee accordingly.
- Veronica told the committee if any members have any invoices or revenue from potential sponsors incoming, to please inform the committee so she can update the budget accordingly.
- Councillor Collucci questioned what the network production costs were for, as outlined on the budget?
    - Ragavan said that network productions include –equipment rentals and staff involved in the production for the main stages

d) Sponsorship

- Mike Freely has been reaching out to the community and continuously pressing forward to try and meet advertising goals.

e) Operations

- Craig Breen said that Street 'A' will remain open, people can enter through 14th avenue.
- Rebecca said that last year there were 2 busses, one of which was located at Markham civic centre where service ran from 10 am – 7 pm, she recommends that no bus service be provided from the Civic Centre this year.

- Trinela Cane said that in 2018 the shuttle bus was provided by Miller Group and questioned if anyone has reached out for bus service this year?
    - Michael Blackburn said that Mike Freely has reached out to Miller to provide bus service for this year.
- Jing Yu informed the committee that they contacted Spring Free for toiletry.
- Rebecca said last year we paid St. Johns Canada for first aid, however, Scouts Canada is the more economical option. Last year we also had internal staff such as the life guards from the pool to provide first aid.

f) Volunteers

- Diana Mousavi is the chair of the volunteer subcommittee, she requested for every station to list how many volunteers they will need per activity, and how many adult volunteers will be required to watch over the younger volunteers.
- Andrea Berry informed the committee that every volunteer needs a vulnerable sector check regardless of age, including the committee members.
- Rebecca said that Tim Hortons will provide breakfast for the staff. The city also brought in lunch last year, this year they plan to do the same and were quoted approximately $2062 before tax to pay for approximately160 lunches. This quote is $250 cheaper than last year's lunch.

g) Corporate Communications/Advertising

- Next year, at the City of Markham Canada day festival (2020) can set up a booth to sell passes for the children's festival.
- Councillor Isa Lee is there any possibility of reaching out to different ethnic media outlets?
    - Michael Blackburn said that the City is looking at different ethnic groups, and radio channel 105.9 where the festival will be advertised in different languages to attract different groups.
- Festival advertisements will be on Tims TV at different Markham locations.

h) Website

- Website is up to date and will continue to be updated as more information is made available, because the deadlines are so short it is ideal to update the website as quickly as possible

3. Other Business

- Next meeting will be at Aaniin Community, the site visit will occur after the meeting.
- Tentative Volunteer training day to be held on August 14, from 5:30pm – 7:30pm.

4. Future Meetings

The next meeting of the Markham-Milliken Children's Festival Committee will be held as follows:

a. Wednesday, July 24, 2019 at Aaniin Community Centre
b. Wednesday, August 7, 2019 at Markham Civic Centre
c. Wednesday, August 21, 2019 at Markham Civic Centre

Adjournment

That the Markham-Milliken Children's Festival Committee be adjourned at 7:25pm.

Moved By: Diana Mousavi
Seconded By: Sunil Channan

Carried.

Note:

Subcommittee for committee members to join:

Main Stage entertainment within the Aaniin Community Centre
Children's Activities
Volunteer coordination
Play all day passes

MARKHAM-MILLIKEN CHILDREN'S FESTIVAL COMMITTEE

July 24, 2019
Aaniin Community Centre
7:00 P.M.

Attendance

Members:
Councillor Khalid Usman
Councillor Amanda Collucci
Councillor Isa Lee
Farwa Jafri
Jim Motton
Kitty Leung
Tasha Shahamat-Manesh
Rabiah Usman
Chelsea Wang
Quiddie Cheung

Staff:
Jing Yu, Corporate Communications
Rebecca Cotter, Corporate Communications
Ragavan Paranchothy, Corporate Communications
Andrea Berry, Corporate Communications
Trinela Cane, Commissioner of Corporate Services
Emma Girard, Corporate Communications
Renee Zhang, Corporate Communications

Regrets:
Jermiah Vuejaratnam
Melissa Nicholas
Prem Kapur
Yvonne Lord Buckley, Corporate Communications
Phoebe Ho
Diana Mousavi
Chelliah Killivalavan
Sunil Channan
Veronica Siu
Craig Breen, Operations
Michael Blackburn, Corporate Communications
Brieanna Gabbard, Recreation

The meeting of the Markham-Milliken Children's Festival Committee convened at 7:00 pm with Councillor Usman presiding as Chair.

1. Adoption of the amended Minutes of July 10, 2019 meeting of the Markham-Milliken Children's Festival Committee.

Moved By: Farwah
Seconded By: Chelsea

That the Minutes of the July 10th, 2019 meeting of the Markham-Milliken Children's Festival Committee be amended and adopted.

Carried.

2. Planning for Markham Milliken Children's Festival 2019

a) Councillor Usman welcomed the committee to the Aaniin Community Centre.
b) Staging and Entertainment
    a. Main Stage (Indoors) & Fun Under the Gazebo (outdoor performance area)

        - Tasha Sahamat-Manesh, raised the question if the entertainment budget for 2019 has changed from 2018?
            - Councillor Usman said the entertainment budget will remain the same as 2018, adjustments can be brought forth to the committee.
        - Jim Motton mentioned a dance crew known as 'kicks', composed of children ages 12 and younger, they are gymnastic/dancers, they would cost approximately $500-$1000.
        - Andrea Berry informed the committee that there has been an additional sponsorship of $5000 from a dental office, along with $5000 from TD bank.
        - Rebecca Cotter, stated that the entertainment subcommittee met and reviewed the 2018 performers to determine which performers should return for 2019.
        - Rebecca Cotter further explained that performance time slots are broken down in approx.. half hour intervals with a 5 minute buffer at the beginning and end of each performance.
        - Ragavan would like to finalize the performers for 2019, and then determine if additional performers will be required.
        - Discussion regarding use of screen behind the main stage indoors. Staff advised that the screen will interfere with sponsor banners.Will not use screen behind main stage.

    b. Free activities

        - Chelsea Wang is working on finalizing the free activities for the committee, however, the committee still needs two more volunteers to assist in this section.
        - As of now, free activities include; henna tattoo, button-making, crafts and technology.
        - Jim Motton said that '360 kids' is a youth organization which focuses on STEM and may be able to provide free activities, such as; robotics.

    c. Play-all-day area

- Rebecca Cotter has reached out to the inflatables company Adventure Mania to provide additional inflatables using the money re-allocated from airbrushing. The additional inflatables will be: an inflatable basketball game that can be activated

for three kids at a time, and a Carnival Games activity with 4 games. With these additions, there will the festival will have a total of 10 inflatables/games on site.

- Emma Girard informed the committee that the City of Markham has begun selling play all day passes. 22 wristbands sold to date. In market earlier this year than 2018.

c) Finance

- Trinela Cane indicated that there is currently $45, 000 of sponsorship confirmed; Enbridge ($5,000), Dentistry on 14th ($5,000), TD ($5,000), Tim Hortons ($25,000), Yamaha ($5,000).
- The sales goal of Play all day passes is $18,600. Trinela emphasized prudence and a continued focused on gaining additional sponsorships. Indicated the $18,600 in the budget as a place-holder revenue figure, off-setting budget bottom line. If this number is not obtained, will need to be offset with additional revenue sources or limiting of expenses.
- Councillor Collucci said that when retaining sponsorships the members should be encouraged to try and retain multi-year sponsorships.

d) Sponsorship

- Jim Motton said that the committee should look into creating sponsorship banners to hang at the community centre entrance.

e) Operations

a. Roads, Parking, Shuttle

- Rebecca Cotter said that Vanni Road and First Avenue will be made one way. The drop off area on First Ave will be maintained. The drop off area on Vanni will be eliminated to help with vehicle flow.
- Renee Zhang stated that Angus Glen will not be able to provide any golf carts as they have 3 tournaments on the festival date. Renee is looking into renting golf carts from different companies and was quoted $1600 to rent four (4) golf carts for the day of the festival.
- Emma Girard mentioned Remmington Golf Course may be able to provide golf carts as a sponsorship.
- Gervais Rentals will be the tent rental company again this year. The rental tent price is currently less than 2018 because fewer tents/different weights may be an option. Final requirements are to be determined and then final pricing will be reported.
- Nature's Call will provides the portable washrooms and perimeter fencing rentals again this year. On the fencing order we will receive a $2000 in-kind sponsorship. This in-kind sponsorship is $500 less than 2018. The total for fencing is $2436+HST.The rental costs for washrooms is $1740+HST.
- Milliken Community Centre is confirmed as the shuttle bus pick up location. This will be the only shuttle pick-up location for 2019.

- Miller Transportation was the transit provider in 2018, however there is no confirmation from Miller to provide busing for 2019. Renee received an additional quote for a bus service, the approximate cost for full day bus service is $2750.
- Trinela Cane will follow up with Miller Transportation and determine if they can provide bus service and follow up with Renee.
- Renee advised that she is contacting the private parking lots property owners north of 14th Ave to request permission to use lots for offsite parking.

b. Safety & First Aid

- Rebecca Cotter said that staff are working on securing a sponsorship with Rescue 7, a local first aid and private paramedic service. If the sponsorship is secured, first aid service will be provided. Rebecca also advised she has contacted Scouts Canada as an alternative, has not heard back. The 2018 First Aid service was provided by Saint John's Ambulance until 5pm, and then City of Markham life guards from the community centre after 5pm. This can be the back-up plan for 2019.
- Rebecca advises that the security requirements for the festival have been booked with the City's security service, Paladin.
- Rebecca advises that the YRP Paid Duty police officers have been booked for traffic and foot patrol at the festival.
- Rebecca advises that staff will review the Emergency Management Plan for the festival, revise and update.

c. Vendors

- Jing Yu said that the committee has retained a total amount of $3400 from food truck vendors, there is a total of four trucks and four vendors confirmed and paid. There is space available for four more trucks and many more vendors (tents).
- Rebecca Cotter said that staff are taking a targeted approach towards the vendors recruitment. Staff have generated a distribution list of 35 potential vendors which appeal to children and parents, such as; tutoring companies, pet companies etc.
- Jing advised that 2 non-profit vendors, and 6 for-profit vendors are confirmed.
- Ragavan mentioned contacting Halal food vendors.

f) Volunteers

- Emma Girard informed the committee that Markham has been advertising through eBlasts, the recreation data base, posters and signs to draw in volunteers.
- Andrea Berry said that all advertisements should highlight the need for a vulnerable sector check (VSC).
- Diana Mousavi was the sub-committee chair for the volunteers, she will no longer be involved with the committee.
- Phoebe Ho (Councillor Isa Lee Assistant) will now chair the sub-committee.

g) Corporate Communications/Advertising

- Emma Girard informed the committee that she took out a full page advertisements in Markham Life magazine, as well as; advertisements in Markham libraries, community calendars, social media programs and phone messaging for citizens calling into the city.
- A 'sizzle' video is produced for the festival, this will augment the committee's social media advertising and will cost $2300. The sizzle video can also be used for future years.
- Promotional advertisements will be put on 105.9 radio station.
- More flyers for City of Markham campers will be sent out, there is approximately 8000 campers per week from now until the date of the festival. The flyers will feature a scannable barcode for augmented reality, once scanned it will appear on a phone.
- There is a possibility for ethnic media advertisement which will be discussed next committee meeting. Councillor Isa Lee will get in touch with local ethnic radio, and attempt to gain additional advertising.
- Trinela Cane informed the committee XinFlix has an agreement with the City of Markham to use data, she encouraged the committee to reach out to them and see if there are any means of advertising.
- Emma Girard said that 8x11 and 11x18 posters will be put up in community space.
- Jim Motton suggested the possibility of projecting using a projector on the Mount Joy Community Centre, Jim and Emma will discuss.

h) Website

- Emma Girard outlined that the festival is the home page banner on Markham.ca The website is continuously updated, including where to buy passes, location of the festival, bus pick up.

i) July 24 – Site Visit

- Committee members conducted a site visit at the Aaniin Community Centre led by Rebecca Cotter.

4. Future Meetings

The next meeting of the Markham-Milliken Children's Festival Committee will be held as follows:

a. Wednesday, August 7, 2019 at Markham Civic Centre
b. Wednesday, August 21, 2019 at Markham Civic Centre

Adjournment

That the Markham-Milliken Children's Festival Committee be adjourned at 7:25pm.

Moved By: Chelsea Wang
Seconded By: Quiddie Cheung

Carried.

Note:

Subcommittee for committee members to join:

Main Stage entertainment within the Aaniin Community Centre
Children's Activities
Volunteer coordination
Play all day passes

MARKHAM-MILLIKEN CHILDREN'S FESTIVAL COMMITTEE

August 7, 2019
Markham Civic Centre – Canada Room
5:30pm

Attendance

Members:
Councillor Khalid Usman
Councillor Isa Lee
Jim Motton
Chelliah Killivalavan
Tasha Shahamat-Manesh
Rabiah Usman
Chelsea Wang
Veronica Siu
Phoebe Ho

Staff:
Jing Yu, Corporate Communication Representative
Rebecca Cotter, Communications
Trinela Cane, Commissioner of Corporate Services
Emma Girad, Communications
Renee Zhang, Communications
Jermiah Vuejaratnam
Melissa Nicholas
Prem Kapur
Yvonne Lord Buckley, Corporate Communication Representative
Diana Mousavi
Sunil Channan
Craig Breen, Operations
Michael Blackburn
Councillor Amanda Collucci
Farwa Jafri
Kitty Leung
Andrea Berry, Communications
Brieanna Gabbard, Recreation
Ragavan Paranchothy, Communications
Quiddie Cheung
Rabiah Usman

Regrets:

The meeting of the Markham-Milliken Children's Festival Committee convened at 5:30 pm with Councillor Lee presiding as Chair.

Markham-Milliken Children's Festival Committee
August 7, 2019

1. Adoption of the amended Minutes of July 24th, 2019 meeting of the Markham-Milliken Children's Festival Committee.

Moved By: Jim Motton
Seconded By: Kitty Leung

That the Minutes of the July 24th, 2019 meeting of the Markham-Milliken Children's Festival Committee be adopted.

Carried.

2. Planning for Markham Milliken Children's Festival 2019

a) Staging and Entertainment
   a. Entertainment/Performance Schedule
      i. Main Stage (indoors)
      ii. Fun Under the Gazebo (outdoor performance area)

- Rebecca Cotter provided a schedule of performances for the outdoor and indoor areas.
- Tasha Sahamat-Manesh informed the committee that the schedule is complete for the festival. The list provided to the committee is tentative and will be finalized in the coming weeks.
- Trinela Cane raised the question, of who will be invited from the Mayor's office? And if MC's have been retained?
  - Rebecca Cotter said that as of now there are three different Master of Ceremony, in addition there will be a land blessing from Susan Smoke, and the national anthem will be sung by the Youth Choir. The Mayor's office will invite members of parliament and provincial members of parliament.
  - A finalized run sheet will be circulated to the committee prior to the festival.

   b. Free Activities

- Jing Yu stated that a volunteer has been retained for the technology zone, along with Quiddie and Teresa.
- Jim Motton mentioned 360 Kids, which is a science-oriented kids group whom offered to provide a free booth for the festival. The Unionville Milliken soccer club would also like to set up a space.
  - Rebecca Cotter, said that her team has been in contact with 360 Kids however, Rebecca would like to confirm that the committee wishes to proceed to allow both groups to attendee at no charge.

- Committee discussion regarding vendor fees, non-profit fees.
- Committee decision – both 360 Kids and Unionville Milliken soccer club can attend free of charge, if they provide engaging, hands-on children's activities
- Both activities will be placed inside the Play-All-Day Zone. Staff will follow up with both organizations to confirm.

- Councillor Isa Lee asked for Rebecca's team to contact 360 Kids and Unionville Milliken Soccer club to be invited to the 'event village'.

c. Play all Day Area (Inflatables, activities, etc.)

- Rebecca informed the committee that the inflatable vendors are confirmed, they are looking at options to 'fill in' some of the vacant space shown on the site plan.
- Inflatables budget is on target by foregoing airbrushing.
- Committee reviewed festival site map provided by Rebecca Cotter.

b) Finance

- Veronica Siu provided an update on the budget, as of now there is a negative budget variance of $2, 073.18. Some of the items are based on the 2018 Festival 'actuals', the variance is expected to change as costs are finalized.
- Jim Motton mentioned a lens that could be put over a light fixture to showcase special advertisements on walls, they cost $95 each. The committee will determine if this item will be initiated.
- Veronica mentioned that Police and Security is an area that is slightly more expensive than last year's estimate.
- In 2018, the majority of play all day pass sales occurred the day of the festival, the committee is hopeful that the same scenario will occur this year. The current cost of an all-day pass is $10, the day of the festival they will cost $12.

c) Operations

a. Roads, Parking, Shuttle

- Renee Zhang stated that Michael Freethy reached out to Miller Transit and they confirmed they will provide 2 busses for 2019 shuttle service.
- Michael has also reached out to Honda Canada, for ATV's in place of golf carts, the ATV's will be in-kind sponsorship; one ATV will be provided by Honda
- Two (2) parking lots around the Aaiin Community Centre have been retained for the festival.

b. Safety & First Aid

- Rebecca Cotter said 4 police officers and one sergeant will be present, they will assist in traffic control, at Middlefield and First Avenue and Middlefield and Vanni Ave. In addition, the officers will assist in patrolling the park for lost children.
- Scouts Canada was contacted for First Aid – no response; St. John's Ambulance provided services in 2018 for $400 honourarium, Rebecca has applied for St. John's coverage again for 2019 – waiting to hear back; Back-up plan is to use Aquatics Staff from Recreation

c. Site map and layout

- Renee Zhang updated the committee that fencing has been secured.
- The site plan that was presented to the committee has been confirmed.

d. Vendors

- Jing stated that there are 22 vendors confirmed. The confirmed food vendors are; 2 ice cream, 2 BBQ, Halal food, Mexican Bowls.

d) Volunteers

a. Recruitment

- Emma Girad stated that all advertising for volunteers has been put out in the public, as of August 7th, 2019 there has been 27 volunteers retained.
- Jim Motton suggested reaching out to the Unionville Soccer Club and see if they can provide volunteers for the festival.
- Staff will reach out to SEAS organization – if they can provide volunteers, honourarium may be required
- Isa Lee brought up the idea of reaching out to the Power Unit and see if they can provide additional volunteers.
- Jing Yu said that there will be a volunteer rest/lunch area where the food will be catered into.
- Volunteer Training Session (Monday, August 12).

b) Meals

- Tim Horton's is providing food for volunteer/staff breakfast
- Lunch to be provided by Aaniin Café team – staff attended a taste test at Aaniin Café; meal will be sandwich, snack and beverage

e) Corporate Communications/Advertising

- Emma Girad informed the committee that posters are out, the 30 second promotional video is available on the Markham Website and they are currently working with Tim Hortons to feature the video.
- Jim Motton said he may go to local GO Stations and community areas with an audio-visual truck and project promotional materials for the festival.

f) Website

- Emma stated that engagement will be key at the site which will be done with augmented reality, images taken at the event will be broadcasted to the Markham website.

3. Other Business

- Trinela questioned if there is a weather contingency plan?
    - Rebecca Cotter informed the committee that because the festival is promoted as rain or shine, the festival will continue regardless. The inclement weather plan only goes into effect if there is thunder and lightning. If weather is too severe then the festival would be cancelled. All Emergency Response will follow protocols in Festival Emergency Management Plan.

4. Future Meetings

The next meeting of the Markham-Milliken Children's Festival Committee will be held on:

- Wednesday, August 21st, 2019 at Markham Civic Centre

5. Adjournment

That the Markham-Milliken Children's Festival Committee be adjourned at 7:00 pm.

Moved By: Councillor Khalid Usman
Seconded By: Chelsea Wang

Carried.

AGENDA 2.1

MARKHAM PUBLIC LIBRARY BOARD

Regular Meeting

Minutes of Special Meeting held on Monday, July 8, 2019 7:06 p.m. Markham Village Library, Program Room, 6031 Highway 7 East, Markham L3P 3A7

Present from Board: Mr. Ben Hendriks, Chair
Mr. Alick Siu, Vice-Chair
Mrs. Lillian Tolensky
Mrs. Pearl Mantell
Ms. Margaret McGrory
Councillor Andrew Keyes
Mr. Jay Xie
Mr. David Whetham
Mr. Raymond Chan
Councillor Keith Irish
Ms. Iqra Awan
Deputy Mayor Don Hamilton (end of 9.1)
Mr. Edward Choi

Present from Staff: Mrs. Catherine Biss, CEO & Secretary-Treasurer
Mrs. Diane Macklin, Director, Community Engagement
Ms. Deborah Walker, Director, Library Strategy & Planning
Ms. Andrea Cecchetto, Director, Service Excellence
Ms. Michelle Sawh, Director, Administration
Mr. Shaun McDonough, Research Analyst
Mr. Fred Whitmarsh, Manager, Unionville Branch
Mrs. Susan Price, Board Secretary

Regrets: Mr. Anthony Lewis
Mr. Les Chapman

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

Mr. Ben Hendriks, Chair called the meeting to order at 7:06 p.m.

Moved by Mr. Alick Siu
Seconded by Mrs. Lillian Tolensky

Resolved that the agenda be approved.

Carried.

1.1 **Declaration of Conflict of Pecuniary Interest**

None.

1.2 **Delegation**

None.

1.3 **Chair's Remarks:**

CHAIR'S INDIGENOUS LAND ACKNOWLEDGMENT

Before we begin today's meeting, we would like to acknowledge the traditional lands as described by the Williams Treaties of 1923 that we are grateful to have the opportunity to gather on today. We acknowledge our presence on the traditional territory of many Indigenous Nations who have and continue to call this territory home including the Wendat, Anishnabek Nation, the Haudenosaunee Confederacy, the Mississaugas of Lake Scugog, Rice Lake and Mud Lake and Alderville First Nation.

The Chair advised the Board that he had attended an event at Niagara on the Lake celebrating Indigenous month (June) and mentioned that the library had a designated shelf for Indigenous authors.

Mr. Hendriks Informed the Board that there would be an Indigenous Stream at the OLA Super conference next year.

The Chair introduced Board Member David Whetham who has been unable to attend prior meetings due to a work commitment. Mr. Whetham's background is in the financial industry.

The Deputy Mayor requested that "guest" staff members also be introduced and that will be a part of Chair's remarks in the future. The Deputy Mayor also had a question on the Indigenous Land Acknowledgment and the Chair responded.

Mr. Hendriks asked the Board to complete the form "Agenda 7.1 Delegation of Board's Authority" which is being circulated.

The Chair reminded Board Members about the "Lendery" launch July 10, 2019 at the Milliken Mills Library and to let the Board Secretary know if they are planning to attend.

EL-schedules for the remainder of the year are ready and if you cannot be at the assigned meeting let the Board Secretary know.

There have been some issues with meeting requests coming from Board members. The Chair advised Members that only requests coming from the Board secretary should be accepted.

Working Group meeting dates have been established - July 23 and August 6. The Group will work on the Council presentation and bring it to the Board for review in September.

2.0 **Consent Agenda:**

Moved by Mrs. Lillian Tolensky
Seconded by Ms. Iqra Awan

Resolved that the Consent Agenda comprising Agenda items 2.0 to 2.3.2 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:

2.1 Minutes of Regular Meeting, June 17, 2019
2.2 Declaration of Due Diligence by the CEO
2.3 Communication and Correspondence:

2.3.1 YorkRegiona.com: High costs force Georgina Library to shelve book-lending program

2.3.2 Markham Economist & Sun: Fighting Ford's Budget Cuts to Ontario Libraries

Carried.

3.0 **CEO's Highlights:**

Will return in September.

4.0 **Annual Monthly Policy Review**
(To be undertaken at the January meeting)

5.0 **Internal Monitoring Reports:**
(Compliance list of internal monitoring reports and discussion led by members)

5.1 **Executive Limitations/Internal Monitoring Reports Schedule**

Moved by Mrs. Pearl Mantell
Seconded by Deputy Mayor Hamilton

Resolved that the Executive Limitations/Internal Monitoring Reports Schedule-Revised July 2019"be received.

Carried.

6.0 **Ends:**
6.1 **Strategic Plan Update**

Staff advised that this report is straightforward and commented on the following:

2019 Strategic Priorities

- New Website
- Collection Vendor Procurement
- Replacement of Markham's system for program registration and facility bookings (CLASS)
- Launching the Learning Management System (LMS)
- Implementation of a new Digital Media Lab (DML) at the Angus Glen Branch

Other Strategic Issues

- **Library Hour Expansion**
  Increased Sunday hours at the Cornell and Milliken Mills branches effective July 7, 2019
- **City of Markham Strategic Planning**

These sessions also provide an opportunity for MPL staff to ensure our departmental strategic plan will align and support the City's updated Strategic Plan (Building Markham's Future Together-BMFT)

- **MPL Strategic Planning**
  Staff Engagement
  Community Engagement
  Community Consultations
- **E-Book Pricing Challenges**
  Library sector advocacy work regarding the e-book pricing issue continues through CULC

STRATEGIC PLAN UPDATE DASHBOARD YTD Q2 2019

1. **Connecting People & Communities**
   - Deliver relevant and responsive programs for those who experience the greatest barriers to equitable opportunity
   - Develop partnerships to build community capacity
   - Take the library experience out into the community
   - Engage volunteers in our community building mission

2. **Digital Inclusion**
   - Advance the multi-year technology roadmap
   - Leverage technology for responsive and efficient library services

3. **Content That Transforms Lives**
   - Content Vendor Procurement
   - Explore non-traditional lending options
   - Promote content, reading and literacy
   - Improve access for the print- disabled
   - Expand digital content

4. **Community Learning Hubs**
   - Plan for the future
   - Renew existing facilities Launch Aaniin Library
   - Be Open
   - Improve the experience

FOUNDATIONAL STRATEGIES

- Clarify the Municipal relationship
- Develop the Workforce (significant hours invested in staff training)
- Develop better success measures

Deputy Mayor Hamilton asked about library summer camps and Staff informed the Board that the focus for the Library programs was STEAM, Robotics and Academic Camps, complimentary to the City's camps and also fee-based.

There was a comment on the extended Sunday hours at Cornell and Milliken Mills. Staff advised that Sunday is one of the busiest days of the week.

There was a concern raised about audio books and the CEO explained that this is part of the Digital Advocacy campaign promoted by CULC (Canadian Urban Libraries Council). With the support of the Markham Public Library Board and the City of Markham, letters have been sent from the Board Chair to Markham area M.P's.

There was some discussion around wait-lists for camps, how popular the Toy Library is and Tamil programs.

Deputy Mayor commented on accessibility of services and how important it is for residents to have equitable access to these services.

Moved by Mr. Alick Siu
Seconded by Mrs. Pearl Mantell

Resolved that the report "Strategic Plan Update July" be received.

Carried.

7.0 **Governance:**

7.1 **Delegation of Board's Authority over the summer**

Deputy Mayor Hamilton enquired as to what kind of issues might arise that would require Board approval and another Member enquired when the Board would be notified of any action taken. Board Members will be advised of any actions taken, at the September Board meeting.

Moved by Deputy Mayor Hamilton
Seconded by Mr. Alick Siu

Resolved that responsibility for all Board decisions over the summer be delegated to the Board Chair in consultation with the Vice-Chair;

And that if either the Chair or Vice-Chair cannot be contacted in a reasonable time-frame, a designated Board member will be consulted.

Carried.

8.0 **Ownership Linkage:**

8.1 **Input from Board Members**

The Chair asked if any Board members had any events they attended to share with the Board. Mrs. Tolensky mentioned Markham Reads and concerns about whether there was enough promotion within branches. The 2019 book is "Bad Ideas" by Missy Marston and the author will be "In Conversation" at Markham Village Library, Thursday, August 15, 2019 at 7:00 p.m.
Staff explained that MPL is trying to negotiate with Overdrive so that more Digital Copies of the book would also be available. There was some discussion around the timing of Markham Reads. This is the second year for the summer timing and staff are still trying to find the right "space"

Alick Siu attended a public meeting about affordable senior housing and was surprised by some of the neighborhood concerns as there is a shortage of affordable housing in Markham.

The Chair mentioned that his daughter is enjoying the Toy Library and it seems the program has been very well received.

9.0 **Board Advocacy:**

9.1 **Advocacy Training**

Staff began the presentation on the **MPL Advocacy Strategy** by defining advocacy as "a planned, sustained and deliberate awareness of an issue amongst decision makers, to highlight how their support for MPL will assist their own agenda. "

The spectrum of engagement will be to inform, consult, involve, collaborate and empower in order to develop partnerships, create influence and increase awareness. Strategic priorities are founded on similar values and similar goals. There are different levels of partnership depending on finding common ground.

Staff explained that in each of our roles we are all MPL advocates, connecting the community, and networking within the community. Board members have a unique approach in their associations with non-library users. Advocacy planning involves establishing an objective, a strategy, target audience and evaluation of successes.

There was a lot of discussion around issues that further the Strategic Plan and also community issues, connecting on a value level, listening instead of talking.

Board members were divided into four discussion groups, each facilitated by a staff member. Their objective was to choose and focus on a specific community issue, identifying stakeholders, brainstorming, how to listen to those most impacted and determining how to measure success.

The groups chose the following issues:

- Accessibility to Services
- Sharing resources (co-locations)
- Dealing with budget cuts
- Digital Inclusion

By the end of the group sessions, it was clear that all the issues selected were extremely complex. On the simpler side of advocacy it is difficult to measure impact but necessary to focus on what is important to the community and how to help the people involved achieve their goals.

Moved by Mrs. Lillian Tolensky
Seconded by Mr. Raymond Chan

Resolved that the presentation "Advocacy Training" be received.

Carried.

10.0 **Education:**

10.1 **Website Activity for Board Members**

Staff explained that Markham Public Library is still linked to the City Website and gave a brief general description of the various issues with the current website. Customers have to access three separate websites in order to access all services (MPL, Catalogue-Bibilocommons and Overdrive –e-books).

MPL is looking for an integrated website that will be more customer focused, easy to use, intuitive, uses friendly language and allows users to "browse" all that MPL has to offer (events, programs and the catalogue).

The new website will allow a single point of access, integrate with Bibliocommons and will be accessible and secure. There will better integration with timely updates and improved interaction with new and existing users.

Staff explained that in order to establish what library customers want in the new portal, they conducted some research and were able to sort types of users into four categories

- Accessing accounts
- What's On (Programs)]
- Self Service Options
- Work related

With the new website, all the options will be available without having to login or out of a separate site.

There was lots of discussion and questions about the process. Staff explained that that there is a framework (Bibliocommons) that it is being customized to our needs. There was a question about accessing the website in other languages. Several options will be available.

Staff advised the Board that the website link will be sent out to Board members for their input.

Moved by Mr. Alick Siu
Seconded by Ms. Margaret McGrory

Resolved that the presentation "Website Activity for Board Members" be received.

Carried.

11.0 **Incidental Information**

12.0 **New Business**

13.0 **Board Evaluation :**

13.1 Deferred.

14.0 **In Camera Agenda**

None.

15.0 **Adjournment**

Moved by Mr. Alick Siu seconded by Mrs. Lillian Tolensky that the meeting be adjourned at 9:29 p.m.

RACE RELATIONS COMMITTEE FOR THE CITY OF MARKHAM
Ontario Room, Markham Civic Centre
May 6th, 2019

MINUTES

Attendance:	
Committee Andrew Yu, Chair Arul Rajasingam Harmony Law Maggie Quirt Nayani Nandakumar Sujane Kandasamy Isa Lee, *Councillor* Guest Alicia Lauzon, *York Regional Police* Staff Cheryl McConney-Wilson, *Diversity Specialist* (*dialed-in*) Anna Lee, *Committee Co-ordinator*	Regrets Devendra Mishra Edward Choi Faiz Mohyuddin Herleen Sayal Rina George-Alexander Sabat Ismail Surinder Razdan

The Race Relations Committee convened at 7:05PM without quorum and with Andrew Yu presiding as Chair.

1. **Chair's Opening Remarks**

- The Chair welcomed Councillor Isa Lee and Alicia Lauzon, from York Regional Police, to the meeting.

2. **Race Relations Business**

- **Many Faces of Markham, Saturday 27 April 2019: "EVERYONE WELCOME: Empowering Markham students as emerging champions in Equity"**

- Councillor Isa Lee attended – it was her first time at the event and was able to understand the event and how it was organized.
- The event went well, overall. There were lessons learned for next year that we can improve on. We can look into using City property for the next event (a Community Centre or Markham Civic Centre) as there will be more control in usage of the space.

The committee will also work to push out the materials earlier to schools, principals and teachers so they have time to incorporate it into their curriculum. This will also help in having more participation for a wider range of schools and students.

- There is a lot of value in running the awards show and ceremony for the younger students, with the presence of the Mayor and Councillors to celebrate with the students. This could be held on a weeknight, which would make it easier for parents and students to attend.
- We could hold a separate event for the older students that is more educational and challenging, where they can participate in discussions. This could be held in collaboration with the schools, principals, teachers, student councils/organizations and community organizations.
- There was a small alt-right group present at the event. The York Regional Police (YRP) were called to ensure peace and there was no disruption and it was resolved without incident. Thank you to members of the committee for being aware and vigilant and handling the situation calmly, quietly and in a professional manner.
- The committee will reach out to the City of Markham staff to inquire about the management plan for when these types of situations happen during public events. City of Markham staff have also asked committee members to reach out with any feedback.
- If event is held somewhere that has security present at the location, then we police presence may not be required. Being equipped with practical knowledge in these types of situations would be useful for future events.

- **<u>Hate Crime Awareness and Prevention Training with YRP</u>**

- Alicia Lauzon, Diversity, Equity and Inclusion Specialist of the York Regional Police is here to give us an update on the incident.
- The committee members did the right thing by calling the YRP for a peaceful resolution at the event.
- Alicia and Detective Mark Topping of the Hate Crime Unit of YRP have been made aware of the incident. The Chief's office has asked Alicia and Mark to assist and support the Race Relations Committee in giving hate crime awareness and prevention training.
- Statistics Canada has an annual report on reported hate crimes in Canada, which can be filtered for York Region, specifically. The Police Services Board is another source for statistics on hate crimes as it is in their public agenda. Mark can provide City of Markham reported hate crimes statistics. This would be beneficial to the committee as we can address it specifically for the City of Markham and advise the City of Markham.
- The rise in hate crimes can be seen negatively, but also, positively, in that the reporting of hate crimes has risen. Communities are more comfortable in talking with the police and there is less fear of reprisal. The Hate Crime Unite and diversity cultural resource officers are always fostering community engagement relationships to ensure the community is aware that there are diversity resource and hate crime officers available.
- The York Region Inclusion Charter has been endorsed by the City of Markham, which can be used as a message that hate crime will not be tolerated.
- Alicia will introduce Andrew and Mark and will work together to have Mark join the committee meeting in June. The committee would like to address specific and relevant issues that are arising in Markham, as well as the most effective resolutions.

- **<u>Vision for the RRC going forward</u>**

- We would like to have the entire committee working together, instead of having sub-committees work on events or ideas that arise, as sub-committee formations are not sustainable. With everyone in the committee participating we could work on less, but more substantial events and ideas. Having everyone involved in the whole process would also help breed a sense of involvement and ownership, as well as an ability to be stronger as a whole. We are rebooting the process with a clean slate and welcome all ideas to start anew. The vision is to help us move forward in becoming an effective committee that makes a difference in the community.
- The RRC would like to be able to follow-up on feedback and issues with the City of Markham and advise on resolutions and changes that can be made, to have actionable items. The committee needs to be part of the solution or it would be a great loss of opportunity.

3. Next Meeting Date

The next meeting of the Race Relations Committee will be held on Monday, June 3, 2019 at 7:00 pm in the Ontario Room.

4. Adjournment

The Race Relations Committee adjourned at 8:50PM.

RACE RELATIONS COMMITTEE FOR THE CITY OF MARKHAM
Ontario Room, Markham Civic Centre
June 3, 2019

MINUTES

Attendance:	
Committee Andrew Yu, Chair Edward Choi Sabat Ismail Sujane Kandasamy Harmony Law Nayani Nandakumar Maggie Quirt Guest Alicia Lauzon, Diversity, Equity and Inclusion Specialist, York Regional Police Detective Mark Topping, York Regional Police Staff Cheryl McConney-Wilson, Diversity Specialist Bev Shugg Barbeito, Committee Co-ordinator	Regrets Rina George-Alexander Devendra Mishra Faiz Mohyuddin Arul Rajasingam Surinder Razdan Herleen Sayal Councillor Isa Lee

The Race Relations Committee convened at 7:08 pm without quorum and with Andrew Yu presiding as Chair.

1. **Chair's Opening Remarks**
   Chair Andrew Yu welcomed Detective Mark Topping and Alicia Lauzon, from York Regional Police, to the meeting.

2. **Adoption of the Agenda**
   The agenda was accepted as distributed.

3. **Adoption of the Minutes of the meetings of the Markham Race Relations Committee held on February 4, 2019, March 4, 2019, April 1, 2019 and May 6, 2019**
   As there was no quorum, adoption of the minutes was deferred to the next meeting.

4. **York Regional Police Presentation**
   Detective Mark Topping of the York Region Police Hate Crime Unit gave a presentation on Hate Motivated Crime. He provided background information to York Regional Police's (YRP) community outreach based approach to providing service to Markham, perhaps Canada's most diverse city. YRP has a dedicated investigative unit and specially-trained hate crime investigators at each district to assist officers in investigations where hate may

have played a part. Team members are also called upon as subject matter experts to provide training to partner agencies, community and school groups on effectively combating hate. In addition, YRP has an Equity and Inclusion Specialist who focuses on inclusive strategies and program evaluation. The Diversity and Cultural Resources Unit builds bridges and develops partnerships with the diverse communities of York Region and educates members about the many different cultures York Regional Police serves.

Detective Mark Topping addressed the United Nations Human Rights Charter and the Ontario Human Rights Code which prohibit actions that discriminate against people based on a protected ground in a protected social area. He advised that Canada has no Federal definition of a hate crime but Ontario uses this definition: *a criminal offence committed against a person or property perceived to be motivated by the suspect's hatred or prejudice based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical ability.* He discussed hate motivated crimes resulting from environmental factors such as class, war, or disease; physiology factors such as gender, gender identification or race; or anthropology factors such as ethnicity, culture, heritage or religion. Motivation for hate motivated incidents may be greed, jealousy, prejudice, vengeance or hate. Hate speech is denigrating, demonizing, dehumanizing, or vilifying. The criminal code includes hate propaganda as advocating genocide, public indictment of hatred, or willful promotion of hatred.

YRP focuses on hate crime prevention, sharing information and keeping informed on local, national and international levels. The Hate Crime Unite and, Diversity and Cultural resource officers are always fostering community engagement relationships within the community. In general terms, Markham experiences a similar number of hate crime incidents as other cities in York Region. Committee members discussed aspects of promoting differences and diversity. The Committee found it interesting to note that hate motivation is not a crime in itself, but rather it is reflected in the sentencing for the crime, such as assault, that was committed.

Chair Andrew Yu thanked Detective Mark Topping for bringing his presentation to the Committee.

5. Markham Human Resources Update
No report was available.

6. Race Relations Business

- **<u>Community Virtual Feedback Session feedback analysis</u>**
  No report was available.
- **<u>Vision for the RRC going forward</u>**
  No report was available.

7. Next Meeting Date
The next meeting of the Race Relations Committee will be held on Monday, September 9, 2019 at 7:00 pm in the Ontario Room.

8. Adjournment
The Race Relations Committee adjourned at 9:05 PM.

Minutes
Waste Diversion Committee
June 19, 2019
9:00 am
Council Chamber

Members Regional Councillor Jack Heath Councillor Reid McAlpine **Guests** Deputy Mayor Don Hamilton Regional Councillor Jim Jones Karl Lyew, MEAC Representative **Regrets** Regional Councillor Joe Li Councilor Khalid Usman	**Staff** Claudia Marsales, Senior Manager, Waste and Environmental Management Juliana Aparicio, Diversion Programs Technician Angela Perry, Waste Operations Assistant Michael DiPasquale, Supervisor, Waste Operations Kimberley Dunsmoor, Community Outreach Assistant Laura Gold, Council/Committee Coordinator

1. Call to Order

The Waste Diversion Committee convened without quorum at 9:13 am with Regional Councillor Jack Heath in the Chair.

Claudia Marsales, Senior Manager, Waste and Environmental Management facilitated the meeting.

2. Welcome Committee Members

The membership of the Committee was reviewed.

Regional Councillor Jack Heath will seek approval for past councillor Valerie Burke be appointed to the Committee as an adhoc, non-voting member. Claudia Marsales suggested Sara Tam, Manager of Business Planning & Innovation may attend meetings to provide strategic direction as needed.

3. Guest Speaker: Farid Parhami, President – The Recycle People

Farid Parhami, President – The Recycle People attended with a presentation on Markham's process for recycling polystyrene. The polystyrene is densified and sold. The densified blocks are then used by organizations to make building material and plastic lumber. Markham is a leader in the recycling of polystyrene. York Region and Northumberland County are now sending their material to Markham for processing.

The Committee suggested that Markham's Recycling Depot hours be reviewed, so that they are open with hours that are more consistent and when residents are available to drop off their recycled goods.

4. 2018 Waste Program Workshops – Review

A brief overview of the 2018 Waste Program Workshops was provided. The minutes from the workshops were circulated with the agenda package. The feedback from the workshops was used to develop the "Best of the Best #2" framework. Claudia Marsales provided a recent CIF study that indicated clear bags and material bans are the most effective diversion tools when compared to bag fees and bag limits.

5. York Region – Blue Box Contamination Update

Committee discussed York Region's recent blue box contamination report. York Region advised that the top contaminants are bagged recyclables, waste material in bags, organics, coffee cups and coffee pods. According to the Region's audit, recyclables put out in plastic bags are the greatest contaminant and that bagged recycling is sent for disposal.

Staff believe the best solution to resolving the contamination of blue boxes in York Region is to purchase and install a bag breaker like the City of Toronto, Region of Peel and Region of Halton. However, York Region's position is to leave bagged recyclables behind at the curb.

Staff indicated a bag breaker feasibility study was completed along with a business case several years ago.

A brief overview of the market for recycled goods was provided that indicated the market for plastics is still good but the market for newspaper is lower due to the availability of on-line newspapers.

Committee suggested staff request a more specific list of the blue box contaminations from York Region and concern was expressed regarding bagged recyclables being sent for disposal.

6. Provincial Direction

The Province posted a paper "Reducing Litter and Waste in our Communities". Both York Region and Markham provided feedback on the report. Markham requested that the Province implement a deposit-

return program for beverage drinking containers like other provinces and beer. This was recommend as it provides an incentive to return drinking containers, reduce litter and it helps keep the recycling clean.

The Province's goals indicated in the report are: 1) standardize recycling across the province; 2) improve diversion rate and increase what materials can be recycled; 3) reduce litter in communities and parks; 4) require producers to pay for recycling of products they produce; and 4) maintain or improve frequency of BB collection.

7. Federal Plastic Waste Plan

The Government of Canada announced on June 10th that it will work with other levels of government and businesses to: 1) introduce standards for manufacturing plastic; 2) ban single-use plastic where supported by scientific evidence; 3) and 4) take steps to reduce pollution from packaging and plastic products.

8. "Best Of The Best #2" – Overview

The "Best of the Best #2" will focus on the following ten items:

1. Curbside collection enhancement
2. Multi-residential and new development advancements
3. Recycling depot upgrades
4. Single-serve & disposable plastics strategy
5. Zero waste facilities and events
6. Expand e-waste & tire collection (stewardship)
7. Promotion and education
8. White goods improvement (CFC management)
9. Super mailbox recycling (city wide)
10. Specialized diversion programs

One specific initiative staff are pursuing in regards to 3) Recycling depot upgrades is to sell clear garbage bags at the Recycling Depots. This would ensure residents purchase the correct type of bag, and it would provide a new revenue source for the City.

9. "Short-Lived" Plastic A.K.A "Single-Use"

Ontario and its municipalities are behind in introducing legislation, regulatory requirements or by-laws to control the use of single use plastic. An overview of some of the policy implemented around the world to regulate the use of single use plastic was presented to the Committee.

Staff focused specifically on the efforts of Victoria, British Columbia and PEI. Victoria passed a "Checkout Bag" by-law in 2018, which requires local businesses to charge prescribed fees to patrons requesting bags. The Canadian Plastic Bag Association petitioned the by-law but the Supreme Court

of British Columbia ruled that the by-law was within the City's authority and the petition was dismissed.

10. New Business

There was no new business.

11. Next Meeting Date

Committee requested that a meeting be scheduled in July to discuss: 1. curbside collection enhancements; and 2. single-serve & disposable plastics. However, the main focus of the meeting will be on single-serve & disposable plastics.

12. Adjournment

The Waste Diversion Committee adjourned at 12:03 PM.

Waste Diversion Committee
July 9, 2019
Council Chambers
9:30 AM

Members	**Staff**
Regional Councillor Jack Heath, Chair Regional Councillor Joe Li Councillor Reid McAlpine Karl Lyew, MEAC Representative	Claudia Marsales, Senior Manager, Waste and Environmental Management Juliana Aparicio, Diversion Programs Technician Angela Perry, Waste Operations Assistant Michael DiPasquale, Supervisor, Waste Operations Sara Tam, Manager, Business Planning & Innovation Laura Gold, Council/Committee Coordinator
Guests Deputy Mayor Don Hamilton Valerie Burke	
Regrets Councillor Khalid Usman	

1. Call to Order

The Waste Diversion Sub-Committee convened at 9:35 AM with Regional Councillor Jack Heath in the Chair.

2. Review of Minutes from the Previous Meeting

Moved by Regional Councillor Joe Li
Seconded by Councillor Reid McAlpine

That the Minutes from the June 19, 2019 Waste Diversion Committee be approved as presented.

Carried

3. Guest Presentation: Craig Marwood, President - EcoVerts Ltd.

Craig Marwood, President, Ecoverts provided a presentation on new mobile recycling units. The focus of the presentation was on the new Generation 3 model. Some of the benefits of this model include:

- Overhead banner is 9 feet instead of 8 feet
  - Increases visibility of the banner can be used to obtain sponsors for funding event waste management;
  - Banners can be customized cost effectively
- Increased waste capacity
  - Holds 95 gallons per stream, and 285 gallons total;

- Requires less frequent servicing
- Ability to customize streams that can be collected, i.e. two stream or three-stream

A copy of the presentation was circulated to the Committee after the meeting.

The Committee discussed the following:

- Colour coding waste receptacles by the type of waste or recycling that is being put in to it and consistently doing this across the City;
- Need a City wide strategy for the management of waste at events, festivals, and in public spaces;
- Concern as to what happens to the recycling collected at events, festivals, and public spaces;
- The importance of having a garbage slot on the waste receptacle used at events and festivals to help minimize contamination;
- How much contamination is there in Markham's public recycling bins;
- Need to determine how many bins are needed as per size of event, i.e. how far will people walk;
- How the City can ensure event and festival vendors are using recyclable food and beverage containers;
- Potential for the modernization of the Waste Wizard system currently used by the City and new technology that can be used to help with waste management (e.g. talking bins);
- Space being a premium at festivals and events, and considering this when placing waste receptacles at these types of venues;
- Consider options, including changes in governance, to enhance organization's approach to community waste diversion. Committee questioned how to streamline waste management at festivals and events. Currently several departments are responsible for this service. Waste management and recycling at events is currently coordinated by both Operations and/or Corporate Communications and/or Event Operator.

Committee requested that a meeting be held with representatives from the City's Corporate Communications & Community Engagement Division, and Operations Department to discuss ways to improve waste management at festivals, and events, including ensuring that vendor outputs are recyclable. Staff advised that there is an opportunity to pilot the Generation 3 waste receptacles in key locations in Markham and that technology can be used as part of this pilot project. Funding opportunity should be explored.

Committee also requested that Trinela Cane, Commissioner of Corporate Services, and Brenda Librecz, Commissioner of Community & Fire Services be invited to a future meeting to discuss some of the challenges the City is facing with respect to waste management and recycling at events, festivals and public spaces, and how staff can work together to resolve some of these issues.

4. Guest Presentation: Mike Kasij, Manager of Business Development - Sutera Canada Inc.

Mike Kasij, and Bill Higgins, from Sutera Canada Inc. provided a presentation on their system for collecting dog poop and processing the material into an energy bi-product. A copy of the presentation was circulated to the Committee after the meeting.

Some of the highlights of the presentation included:

- It is important to keep dog waste out of landfills, water bodies, and sewer systems, as it is toxic and not biodegradable, and is responsible for approximately 20 to 30% of all water contamination;
- An effective way of managing the toxicity of dog poop is to divert it;

- The Sutera system provides a system to divert the dog poop that is branded, easily visible, clean, odorless, and not very labour intensive to maintain;
- The City can customize (if it likes) the branding of the units if it decides to install the units;
- The mobile app linked to the unit can be used by the city to raise sponsorship funds or to promote its services;
- Units can be reached in remote locations and are emptied by vacuuming out the contents;
- Units need to be emptied on average every 4 to 6 weeks, but it varies based on where the unit is located;
- Units are best located in parks where residents regularly walk their dogs or in high density housing complexes, like condominiums;
- Units last approximately 75 years;
- Units can be vacuumed out if flooded (Sutera to provide more information with respect to how the units will fair in areas that easily flood);
- Waste Management/Operations staff typically know the best locations to place the units in public spaces based on the amount of dog poop found in the waste receptacles;
- Sutera will collect the poop and bring it to a local facility, which will convert the poop and other organics into energy and returned it to the grid;
- Sutera is currently working with an environmental consultant, and the Canadian Green Council on creating incentives for installing the units pre and post construction (Sutera was requested to advocate for high density developments to get LEED certification points for installing the units in new high density developments).

Claudia Marsales noted that the City could potentially request new dog-friendly condominium or high-density developments to install a unit, as part of the development approval process through waste management. Staff can also encourage and suggest existing condominium boards to install the units. It was estimated that there may be approximately seven dogs per residential condominium floor based on a consultant study conducted on the matter.

Committee discussed the Bayfield Beach Study, which found that its beaches were being contaminated by dog poop through water samples taken over a 5 year timeframe. It was requested that a copy of the study be circulated to the Committee.

Committee suggested that the Animal Care Committee be consulted to determine if the City should proceed to pilot the Sutera system at a location in Markham.

Committee discussed increasing dog licensing fees to cover the cost of the units. It was suggested that the Animal Care Committee should be consulted on this idea as it may negatively affect the number of dogs registered. It was also suggested that By-laws and Licensing be consulted.

It was also noted that Markham does accept dog poop in its green bins and that Waterloo does not. Consequently, Markham may not have the same outcome as Waterloo if it decides to proceed with installing the units, as Sutera's data is mostly based on its Waterloo Pilot Project.

Staff were requested to report back on a process for managing dog waste at new and existing multi-residential complexes and that Operations staff be requested to attend a future meeting of the committee to discuss public space applicability.

5. "Best of the Best #2" – Overview

This item was not discussed.

6. Curbside Collection Enhancements Charts

This item was not discussed.

7. Clothing Bin Operators in Appeal – Update

A tentative date of August 27, 2019 has been set for the Licensing Hearing Committee to hear the clothing bin appeals. Staff are also sending a letter to the landowners asking permission to remove the non-compliant clothing bins, as an alternative way of having the bins removed.

8. New Business

Claudia Marsales advised that Markham's recycling program was referenced in a recent Region of York media release. A copy of the media release was handed out to committee members.

9. Next Meeting Date

Committee requested that the next Waste Diversion Committee be held in two weeks and that the focus of the meeting be on single use plastics.

10. Adjournment

The Waste Diversion Committee adjourned at 12:26 PM.

Waste Diversion Committee
August 1, 2019
Council Chambers
9:00 AM

Members Regional Councillor Jack Heath, Chair Regional Councillor Joe Li Councillor Reid McAlpine Councillor Khalid Usman **Guests** Deputy Mayor Don Hamilton Valerie Burke **Regrets** Karl Lyew, MEAC Representative Sara Tam, Manager, Business Planning & Innovat	**Staff** Brenda Librecz, Commissioner of Community & Fire Services Eddy Wu, Acting Director of Environmental Services Claudia Marsales, Senior Manager, Waste and Environmental Management Juliana Aparicio, Diversion Programs Technician Angela Perry, Waste Operations Assistant Michael DiPasquale, Supervisor, Waste Operations Holena Newton, Water Conservation Specialist Irene Weiss, Assistant to the Director of Environmental Services Laura Gold, Council/Committee Coordinator

1. Call to Order

The Waste Diversion Committee convened at 9:12 AM with Deputy Mayor Heath in the Chair.

2. Review of Minutes from the Previous Meeting

Moved by Deputy Mayor Don Hamilton
Moved by Councillor Reid McAlpine

That the July 9, 2019 Waste Diversion Committee Minutes be approved as presented.

Carried

3. Refillable Water Stations

Holena Newton, Water Conservation Specialist presented some of the challenges with respect to installing refillable water stations. The City needs to ensure there is enough water turnover to maintain legislative standards with respect to water quality. Staff support refillable water stations where there is

no risk of water contamination. Five large parks in Markham have refillable water stations attached to a City facility. These stations are regularly maintained by the City's Operations Department.

Committee provided the following feedback:

- Asked staff to look for a way that minimizes the cost to add a refillable water station to Main Street Unionville when doing the detailed streetscape for the street;
- Suggested that an application to the Markham Environmental Sustainability Fund could be utilized
- Suggested refillable water stations should be provided for residents as a way of eliminating single-use plastic water bottles.

Staff advised that a staff report on proposed enhancements to the Markham Environmental Sustainability Fund will be brought forward to the General Committee for its consideration.

Moved by Deputy Mayor Don Hamilton
Seconded by Regional Councillor Joe Li

That the presentation on refillable water stations be received.

Carried

4. "Best or the Best 2" – Curbside Collection Enhancements

Claudia Marsales, Senior Manager, Waste & Environmental Management presented the "Best of the Best 2"-Curbside Collection Enhancements.

a. Future trends of curbside recycling

The future trends in curbside recycling were presented to the Committee. A key trend impacting single and multi-residential units is the massive increase in home delivery of food and products resulting in additional packaging waste.

Committee discussed the following:

A Committee Member asked if the Province will tackle the littering of cigarette buts. Staff advised that under EPR – Extended Producer Responsibility, the Province could make cigarette manufacturers responsible for costs related to cigarette buts and packaging.

Committee discussed anaerobic versus aerobic processing of green bin material. Staff explained that an aerobic machine can only process food waste in a compostable bag, where an anaerobic digester

can process food waste, and many other things, such as diapers, coffee cups, and dog poop. Currently, Markham's green bin waste is sent to a facility outside of Ottawa. York Region will be asked to provide details of the processing process.

Committee asked for clarification on who the Blue Box 'stewards' are. Staff advised that they are companies that produce the products that go into Ontario's Blue Box such as Johnson & Johnson, and Coke/Pepsi. The stewards pay up to 50% of all Markham's Blue Box recycling costs - approximately 1.2 million to from the 8 million annual payment to York Region.

b. Recommended program enhancements

i. Recycling – Blue Box

Enhancements to the City's Blue Box Program were presented to the Committee.

The following was discussed:

Clear Blue Recycling Bags
Committee generally supported residents being able to put their recycling in clear blue recycling bags and discussed why York Region is opposed to purchasing a bag breaker to permit this. Staff noted the Region paid a consultant to complete a business case for a bag breaker but did not proceed for unknown reasons. Staff noted that funding for recycling facility improvements including bag breakers has always been available from the stewards. It was suggested that York Region may be opposed to purchasing a bag breaker, as accepting the bags is an extra step in the process, which may impact their recycling processing contract.

It was suggested that all municipalities should have the same recycling program across Ontario to avoid confusion, as residents think they can use blue recycling bags since big cities like Toronto, Mississauga and Oakville permit them. Residents also appear to want to use these bags to recycle for many different reasons. In addition staff noted that recyclables from Markham parks are in blue bags and from older multi-res units. Importantly, allowing the use of recycling bags reduces litter, increases recycling participation rates and diversion.

York Region has requested that Markham not collect recyclables in bags and to remove items from its recycling program, such as black plastic, coffee pods, take out coffee cups, and plastic bags. Staff will need direction from Council, as it is anticipated that removing these items and leaving bagged recyclables at the curb will not be well received by residents. Staff are not currently supporting any change to the Blue Box recycling program until the Province announces their changes.

The Committee suggested that the City invite representatives from Miller and York Region to come to a future meeting to discuss Markham's waste management program and some of the above issues.

Moving to Larger Blue Boxes
Committee supported no longer providing the 60 l small blue boxes and only offer for sale the 80 l blue boxes with the understanding smaller bins can still be purchased at a many retail stores such as Home Depot.

Deposit Return systems reduce litter
Staff proposed that the City look at a pilot program with deposit return fee for take out coffee cups. Such a pilot would be very innovative and would reduce the amount of litter in Markham.

Committee suggested that this year's Children Festival either have paper straws or no straws to show civic leadership. Councillor Khalid Usman will bring this up at the next Children's Festival meeting. Chairman Heath offered to contribute to the cost of paper straws for the event.

Replacement of Broken Green and Recycling Bins
Committee recommended that the fee to replace broken recycling and green bins be eliminated in the 2019 budget, as the City wants to encourage participation in the program. Staff are recommending this be negotiated into the new waste management contract.

Recycling of Car Seats and Bulky Plastic
Committee supported the idea of recycling car seats, and bulky plastic if recycling options exists.

ii. Organics – Green Bin

Enhancements to the City's Green Bin program were presented to the Committee.

The following was discussed:

Green Bin
Committee discussed whether future fleet vehicles should be equipped with a cart tipper. Staff are recommending this so that residents can have the option to purchase larger green bins, as the bins are well utilized and the waste is heavy. This will also help with the pick-up of waste at multi-residential buildings with larger green carts. Committee requested additional details on the size of the larger green carts and suggested residents could just buy another green bin. Staff strongly suggested an option for residents to purchase a larger green bin is preferable to collecting multiple green bin from homes.

Committee asked which businesses receive green bin collection service from the City. Staff advised that the City collects green bin waste from businesses located in the BIAs only as permitted by legislation.

Staff clarified that under the City's current waste management program, disposable coffee cups can be put in either the green bin or the recycling bin. York Region is requesting that they no longer be put in the recycling bin and be put in the garbage.

Banning Placing Food Waste in Backyard Composts
Committee supported educating residents and possibly prohibiting putting food waste in their backyard composters due to it attracting wildlife and rodents such as mice and rats. Staff clarified that Markham no longer sells backyard composters as we have an extensive weekly green bin service. York Region continues to offer low cost backyard composters for sale at their recycling centers.

iii. Garbage – Clear Bag

Clear Bags
Staff suggested promoting the benefits of the clear bag program to York Region and to the other municipalities in York Region, as a way of reducing the amount of waste sent to the incinerator and saving money. It was noted that Durham Region is currently investigating the possibility of expanding the incinerator for an additional 20,000 tones per year. 15,000 for Durham and 5,000 for York) It was suggested that a clear bag program across York Region would reduce waste by more than 5,000 tonnes.

Committee discussed whether the City should sell small and large sized "Markham approved" clear bags at its recycling depots. The idea is being proposed, as residents indicated at a focus group that was held by the City that sourcing the bags was sometimes a challenge. They also indicated that they are sometimes confused, which bags to purchase. The proposed pricing of the bags will be competitive and the packaging can say "Markham Approved". Residents will also need smaller bags if the City proceeds to ban plastic bags. Clear bags will still be able to be purchased at retail stores. Committee supported this idea, as long as residents could still purchase the bags at retail stores. It also suggested that privacy bags should be limited to two bags on a go forward basis.

Staff are requesting that next collection contract require the contractor take pictures of residents' set out not in compliance with the City's guidelines. The City could then educate residents on why they were not in compliance and eliminate the need for staff to drive to the home to inspect the improper set out.

Moved by Deputy Mayor Don Hamilton
Seconded by Regional Councillor Reid McAlpine

That the presentation on the "Best of the Best 2" Curbside Enhancements be received.

Carried

Brenda Librecz reported she will respond to an email received from York Region regarding the blue box / bagged recyclables contamination issue. She will respond that Regional staff will be invited to a Waste Diversion Committee meeting to discuss the City's waste management program.

A Committee Member suggested that the City needs a new residents guide to provide to new residents that includes key information residents need when they first move in. Staff supported this suggestion.

5. New Business

There was no new business**.**

6. Next Meeting Date

The next meeting of the Waste Diversion Committee will be held on August 7, 2019.

7. Adjournment

The Waste Diversion Committee adjourned at 12:26 PM.

Waste Diversion Committee
August 7, 2019
Council Chambers
9:00 AM

Members	**Staff**
Regional Councillor Jack Heath, Chair Regional Councillor Joe Li Councillor Reid McAlpine Councillor Khalid Usman **Guests** Deputy Mayor Don Hamilton Valerie Burke **Regrets** Karl Lyew, MEAC Representative	Claudia Marsales, Senior Manager, Waste and Environmental Management Sara Tam, Manager, Business Planning & Innovation Juliana Aparicio, Diversion Programs Technician Angela Perry, Waste Operations Assistant Michael DiPasquale, Supervisor, Waste Operations Holena Newton, Water Conservation Specialist Irene Weiss, Assistant to the Director of Environmental Services Kimberley Dunsmoor, Community Outreach Assistant Christopher Alexander, Supervisor of Licensing & Standards Laura Gold, Council/Committee Coordinator

1. Call to Order

The Waste Diversion Committee convened at 9:10 am with Regional Councillor Jack Heath in the Chair.

2. Review of the "Best of the Best 2" Initiatives

Committee indicated that cart tippers for new collection vehicles should be considered for green bin collection in the new waste management contract.

In response to a Committee inquiry, an update on the status of having an Automated Vacuum Collection (AVAC) system in Markham was provided. Markham District Energy will not be proceeding with installing an AVAC system in the City. The main challenges to date have been funding the system and finding an appropriate location/development for the system. The CAO continues to work with Planning

staff to determine an appropriate location for the system. It was requested that a presentation be provided to the Committee on the work staff have done to date with respect to having an AVAC system in Markham.

Claudia Marsales, Senior Manager, Waste and Environmental Management advised that the Province announced its new Blue Box Program. The blue box recycling system is to be taken over by the Stewards, which includes both the processing and collection of recycling. This will be implemented over a six-year transition period. The items accepted in the blue box will be uniform across Ontario. The Stewards are supportive of the change. The model will be similar to the British Columbia "Recycle BC" model.

Committee suggested that this could be a step backwards for municipalities with established recycling programs. Advocating the City's needs during the development of the program will be important. The Committee requested that this be added to a future meeting agenda. Staff will bring a report to GC in September.

3. Plastics Workshop

Claudia Marsales advised that both the Federal and Provincial governments are considering the development of a plastics strategy. There are no details yet on their programs, but according to polls, the public is ready for a program to reduce single-use plastics. To date, the European Union has been the most proactive in implementing a plastics strategy. Committee reviewed the European Union and Prince Edward Island (PEI) plastics strategies.

Committee provided the following feedback:

- Suggested that Candy and Cigarette companies should pay for the management of the litter they produce;
- Suggested that the PEI program has too many exemptions;
- Questioned if biodegradable plastics are really compostable;
- Questioned what corporations do with the bag fee;
- Suggested that the public needs to be educated on why the City needs a plastics strategy and why it is relevant here in Ontario; and
- Suggested that the City will need to approach its plastics strategy strategically.

Christopher Alexander, Supervisor of Licensing & Standards, reported that staff are looking into how it can regulate single-use plastics using Markham business licensing and bylaw powers. Prohibiting the use of single-use plastics through the licensing of food establishments and grocery stores appears to be a viable tactic. However, the City does not licence all businesses that provide plastic bags. Proceeding in this direction may encourage other municipalities to follow suit.

Committee reviewed the list of potential plastics that Markham could ban, and supported the following:

1. Banning balloons at City facilities and events and making a declaration – September or October 2019, as follows:

- "Markham is striving to be single-use plastics free by X date";
- Suggested that banning of balloon release at City facilities and events be included in the declaration;
- Noted that balloons were prohibited at both the 2019 Canada Day and the Markham-Milliken Children's Festival 2019 events.

2. **Phase 1** - Banning select single-use plastics on a specified date not too long in the future (possibly one year from the date of the declaration), which may include:
    - Plastic retail bags;
    - Polystyrene foam cups and take-out food containers;
    - Plastic takeout food containers (possibly combine all food containers under one point);
    - Plastic straws;
    - Disposable hot and cold drink cups (undecided);
    - Six ring plastic drink holder (undecided).

    Program should have:
    - Measurable targets, which may be completed prior to starting Phase 2.

    Phase 2 - Banning additional single use plastics, which may include:
    - Disposable razors;
    - Flushable and wipes;
    - Plastic toothbrushes;
    - Female hygiene products that contain plastic;
    - Plastic straps for boxes.

    Program should have:

    - Measurable targets.

3. Educate the public on the use of other types of single-use plastics with the focus on changing behaviour (should occur during all Phases). Other types of plastics may include:
    - Disposable razors;
    - Plastic toothbrushes;
    - Flushable and wipes;
    - Female hygiene products that contain plastic; and
    - Plastic straps for boxes.

Committee provided the following feedback on the proposed strategy:

- Suggested asking a fast food company to be the champion of the change (possibly A&W);
- Asked how the City can ensure the food containers are being recycled at fast food establishments;
- Suggested the City consider eliminating all plastics straws and provide suitable alternative upon request;
- Did not support a long, comprehensive public consultation process;

- Suggested there should be funds in the budget to cover Markham's own plastics strategy; and
- Suggested the strategy should not be too extreme, but noted that some risks should be tolerated.

Staff advised that the City will need to clarify how the use of single-use paper products is more sustainable than single-use plastics products when presenting its strategy.

Councillor Khalid Usman reported that staff will be discussing with Tim Hortons the possibility of using paper straws at this year's Markham-Milliken Children's Festival 2019, but this may not be possible due to existing contractual obligations.

Moved by Councillor Reid McAlpine
Seconded by Deputy Mayor Don Hamilton

That the Waste Diversion Committee receive the presentation.

Carried

Commissioner Brenda Librecz is reaching out to York Region regarding attending a future Waste Diversion Committee meeting.

4. Next Meeting Date

The next meeting of the Waste Diversion Committee will be held on August 22, 2019 from 9:00 AM to 11:00 PM.

5. Adjournment

The Waste Diversion Committee adjourned at 12:13 PM.

Report to: General Committee Meeting Date: October 7, 2019

SUBJECT: Award of Request for Proposal 011-R-19 Markham Public Library Material and Processing Services

PREPARED BY: Darius Chung, Senior Buyer, Ext. 2025

RECOMMENDATION:

1) That the report entitled "Award of Request for Proposal 011-R-19 Markham Public Library Material and Processing Services" be received; and,

2) That the contract for Markham Public Library Material and Processing Services be awarded to the highest ranked / lowest priced bidder, Library Services Centre (LSC); and,

3) That the term of the contract is for three (3) years with an option to renew for an additional two (2) one year periods in the total annual award amount of $1,598,193.31 (inclusive of HST);

   2020 - $1,598,193.31*
   2021 - $1,598,193.31*
   2022 - $1,598,193.31*
   2023 - $1,598,193.31**
   2024 - $1,598,193.31**
   Total: $7,990,966.55

   *For the three (3) year contract term (January 1, 2020 – December 31, 2022), costs will be at the same itemized pricing.
   **The two (2) optional renewal years (January 1, 2023 – December 31, 2024), costs will be adjusted based on the Consumer Price Index for All Items Toronto for the twelve (12) month period ending December in the applicable year. 2021 - 2024 is subject to Council approval; and,

4) That the contract in 2020 be funded from the 2020 project for Library Collections, subject to Council approval of the 2020 Capital Budget. Any future years 2021 – 2024 will be subject to Council approval of the annual budget; and,

5) That the Director of Library Administration & Operational Support, and Senior Manager of Procurement & Accounts Payable be authorized to exercise the option to renew the contract in years 4 and 5 subject to performance and Council approval of the annual budget; and further,

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

EXECUTIVE SUMMARY:
N/A

PURPOSE:
The purpose of this report is to obtain approval to award the contract for Markham Public Library Material and Processing Services for a term of three (3) years with an option to renew for an additional two (2) years.

BACKGROUND:
Markham Public Library (MPL) currently serves a diverse population of over 350,000 residents from 8 locations. The Library provides materials in various formats including books, CD's, Talking Books, DVDs, Kits, Videogames, and digital items, including eBooks and eAudiobooks. In addition to English and French, the library maintains materials in the following languages: Arabic, Chinese, Greek, Gujarati, Hebrew, Hindi, Italian, Korean, Punjabi, Persian, Russian, Spanish, Tagalog/ Filipino, Tamil, & Urdu.

This contract includes English and French Material (Section A), Multilingual Material (Section B), Customer Centered Classification (Section C).

OPTIONS/ DISCUSSION:

Bids closed on	February 22, 2019
Number picking up bid document	3
Number responding to bid	2*

*This is a niche market with only a few local providers who can provide the type of service. In 2014, the bid turnout was similar with only two submissions.

PROPOSAL EVALUATION:
The evaluation team was comprised of Staff from the Markham Public Library with Procurement Staff acting as the facilitator. The evaluation was based on pre-established evaluation criteria as detailed in the Request for Proposal: 40 points for project delivery and performance measures, 15 points for bidder's experience in similar/related projects, 15 points for experience of the organizations team, and 30 points for price, totaling 100 points with the resulting score as follows:

Bidder	**Total Score (100 points)**	**Overall Ranking**
Library Services Centre	**96.50**	**1**

FINANCIAL CONSIDERATIONS AND TEMPLATE:

Recommended bidder	Library Services Centre (highest ranked/lowest priced bidder)	
Current budget available	$1,598,200.00*	Project #20176 – Library Collections
Less cost of award	$1,598,193.31 $1,598,193.31 $1,598,193.31 $1,598,193.31 $1,598,193.31 $7,990,966.55	2020 Cost of Award 2021 Cost of Award** 2022 Cost of Award** 2023 Cost of Award** 2024 Cost of Award** Cost of Award (Inclusive of HST)
Budget remaining after this award	$ 6.69	

*The overall project budget is $2,796,600. The pre-approval request of $1,598,200 was to ensure there is no gap in the supply of library materials in Q1, 2020.
**Subject to Council approval of the 2021-2024 capital budgets.

Material	Budget	Cost of Award	Remaining Balance
Books & Subscriptions	$ 749,156.25	$ 749,153.11	$ 3.14
Audio Visuals	$ 344,611.88	$ 344,610.43	$ 1.44
French Books	$ 24,971.88	$ 24,971.77	$ 0.10
Multilingual	$ 279,685.00	$ 279,683.83	$ 1.17
Processing services	$ 199,775.00	$ 199,774.16	$ 0.84
	$ 1,598,200.00	$ 1,598,193.31	$ 6.69

HUMAN RESOURCES CONSIDERATIONS
N/A

ALIGNMENT WITH STRATEGIC PRIORITIES:
This project aligns with the Integrated Leisure Master Plan (ILMP) for Parks, Recreation, Culture, and Libraries.

The Markham Public Library Material & Processing Program offers considerable value to the local community and the City as a whole. The Library offers a wide selection of material in many languages that provides ongoing value to the community.

BUSINESS UNITS CONSULTED AND AFFECTED:
Markham Public Library, Finance

RECOMMENDED BY:

Michelle Sawh, Director, Administration

Catherine Biss, Chief Executive Officer

ATTACHMENTS:
N/A

Report to: General Committee Meeting Date: October 7, 2019

SUBJECT:	Memorandum of Understanding regarding Administrative Monetary Penalty ("AMP") System on Regional Roads
PREPARED BY:	Michael Killingsworth, Deputy Clerk, By-law Enforcement, Licensing & Regulatory Services, Extension 2127

RECOMMENDATION:

1. That the report entitled "Memorandum of Understanding regarding Administrative Monetary Penalties" be received; and,

2. That the Mayor and Clerk be authorized to execute a Memorandum of Understanding with the Region of York for the enforcement of parking infractions on Regional roads under the City's AMP system in a form satisfactory to the City Solicitor.

PURPOSE:
To enable City Provincial Offences Officers to enforce the Region's AMP Parking By-law on Regional roads.

BACKGROUND:
On June 29, 2017, the Region of York enacted By-law 2017-37 to provide for an AMP system for prohibiting and regulating parking and stopping on Regional roads. The By-law provides for the use of AMPs to enforce parking restrictions on Regional roads in the City of Markham, Vaughan and Richmond Hill and also provides that any person appointed or designated by a local municipality may enforce its by-law.

The Regional Parking By-law provides that a person served with a penalty notice on a Regional road within the City of Markham shall be enforced through the provisions of the City of Markham's Administrative Monetary Penalty By-law 2015-93.

Previously, under the Provincial Offences system, the Region had an agreement with the City to authorize City Provincial Officers to enforce the Regional By-law on Regional roads. This new Memorandum of Understanding which references the AMP system will replace that agreement. Any fines collected by the City from the enforcement of the Regional Parking By-law will be kept by the City.

Enforcing the parking regulations on Regional roads through the use of the AMP system will allow the City to provide efficient and streamlined enforcement. It allows for a single enforcement system; a Regional road infraction and a City infraction will be processed in the same way.

OPTIONS/ DISCUSSION:
Not applicable

FINANCIAL CONSIDERATIONS
Not applicable

HUMAN RESOURCES CONSIDERATIONS
Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES
Not applicable

BUSINESS UNITS CONSULTED AND AFFECTED
Legal Services has been consulted in the preparation of this report.

RECOMMENDED BY:

Kimberley Kitteringham
City Clerk

Trinela Cane
Commissioner, Corporate Services

City of Markham
2020 Water/Wastewater Rate Public Consultation Meeting
November 5, 2019

MARKHAM

Agenda

1. About Markham's Waterworks Department
2. Markham Water/Wastewater System
3. Markham's Historical Water/Wastewater Rate
4. 2019 Comparative Municipal Water/Wastewater Rates ($/m^3)
5. Components of the 2020 Water/Wastewater Rate
6. Summary of 2020 City's Water/Wastewater Rate
7. Impact to Residents and Top 10 Institutional, Commercial and Industrial Customers
8. Reserve Balance
9. Recommendations
10. Next Steps

1. About Markham's Environmental Services Department

- Manages 81% of the City's Right-of-Way assets valued at $6.45 billion including water (1,079 km watermains), wastewater (919 km sanitary sewers), stormwater, bridges, culverts, streetlights, watercourses and erosion sites
- Markham's water and wastewater assets are valued at $3.67 billion out of the $6.45 billion total Right-of-Way assets
- Responsible for waste management and environmental stewardship initiatives

1. About Markham's Environmental Services Department

- Provides water service to more than 82,000 residential and ICI customers with consumption over 29M m^3 annually
- Drinking water in Ontario is required to meet strict water quality standards. Markham's Drinking Water Quality Management Standard (DWQMS) adopts a risk management approach to operate the system, monitor and report on water quality and respond to emergencies.
  - We continuously monitor water quality in-part through use of an on-line chlorine analyser
  - We continuously monitor our 5 sanitary pumping stations through remote operation and monitoring equipment (Supervisory Control and Data Acquisition - SCADA)
- The Ministry of Environment regularly audits and inspects our DWQMS, our operations and any associated documentation. In 2019, the Ministry renewed Markham's Drinking Water License for another 5 years.

1. About Markham's Environmental Services Department

- Promotion of Markham's tap water, water efficiency/conservation and source water protection
  - WOW Trailer - Attended 27 community events and festivals. Engaged over 16,000 residents
  - "Get to Know H2O" school outreach program to date – 128 presentations to over 3,000 residents and students
  - Launched two new education programs in partnership with Trout Unlimited Canada (Yellow Fish Road, Water Quality Field Trips)
  - F.O.G. Clogs - Protect Your Pipes! Campaign reaching over 50,000 residents

UnFOG
Fats Oils Grease

1. About Markham's Environmental Services Department

- Proactive capital program to manage water assets
  - Leak detection and associated repairs (metallic watermain only)
  - Cathodic protection (ductile/cast iron watermain)
  - Watermain replacement program
  - Curb box and water meter replacement
  - Life cycle condition assessment

2. Markham's Water/Wastewater System

- Markham does not own or operate a water filtration plant or a wastewater treatment plant (water distribution and wastewater collection only system)
- Markham purchases water through York Region (YR) and YR provides Markham with wastewater treatment services. The purchase price for the water includes the Region's cost for water filtration and wastewater treatment services.
- York Region:
  - ✓ Purchases water from the City of Toronto and from the Region of Peel. The source is Lake Ontario.
  - ✓ Pumps water into reservoirs to provide adequate supply and maintain system pressure.
  - ✓ Conveys wastewater to their jointly owned treatment facility (in Durham) that treats and releases the water back to Lake Ontario.

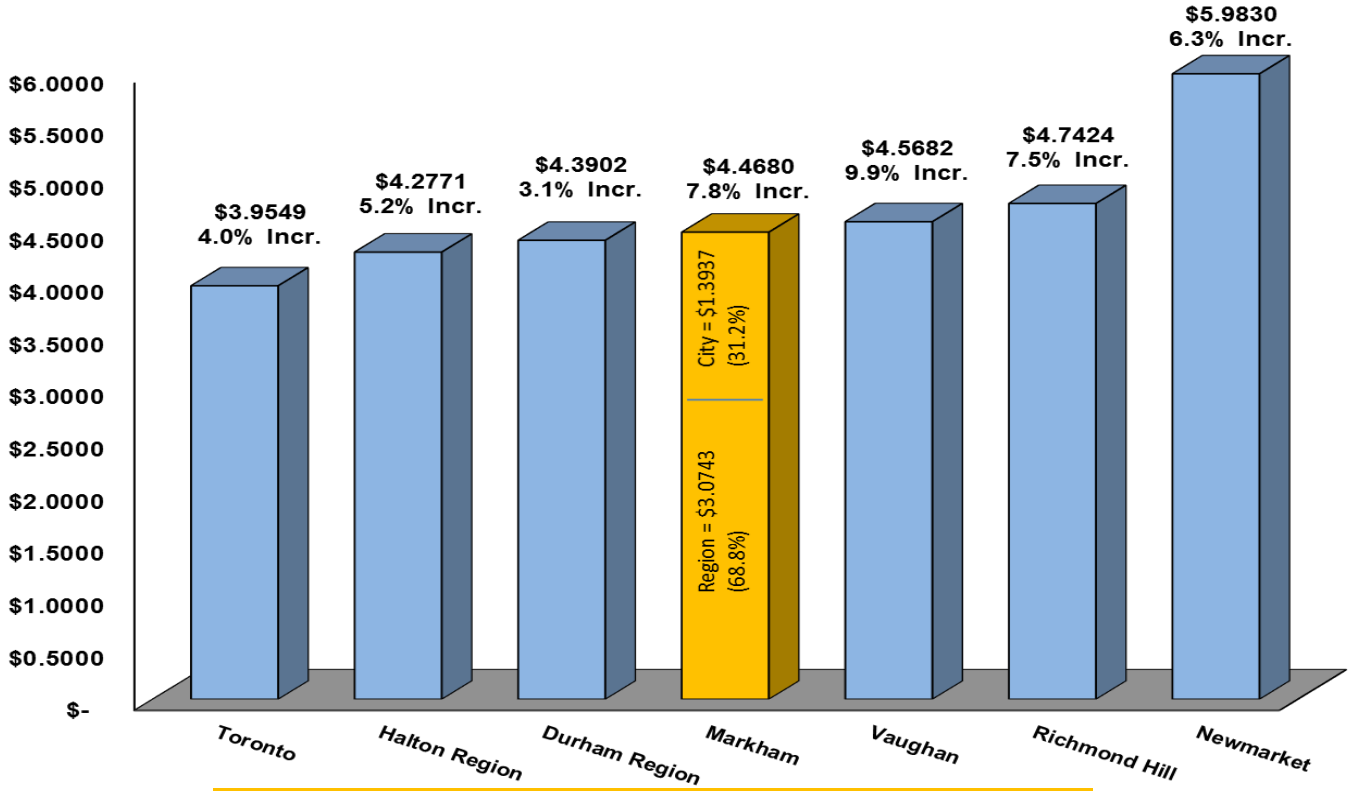
3. Markham's Historical Water/Wastewater Rate

	2015	2016	2017	2018	2019
Wholesale Rate Increase	10.0%	9.0%	9.0%	9.0%	9.0%
Markham's Water/Wastewater Rate Increase	8.2%	7.8%	7.8%	7.5%	7.8%
Markham Water/Wastewater Rate* ($/m^3)	$ 3.3154	$ 3.5751	$ 3.8555	$ 4.1442	$ 4.4680

* Includes Region's wholesale rate increase

Markham's water/wastewater rate increases have historically ranged from 7.5% to 8.2%. This includes the Region's wholesale rate increase.

4. 2019 Comparative Municipal Water/Wastewater Rates ($/m³)



% increase refers to 2019 vs. 2018 rate increase

4. Components of the Water/Wastewater Rate

Markham customers pay a per cubic metre rate (1,000 litres) for their water use. Included in this charge is;

A. **Region Wholesale Rate** – The actual cost Markham pays to buy water from YR

B. **Non-Revenue Water** – Cost of water that is used but not billed to the customer

C. **Operating Expenditures** – Funding needed to operate, upkeep and maintain the water and wastewater systems

D. **Reserve Contribution** – Funding used for long term infrastructure rehabilitation and replacement

5. Components of the Water/Wastewater Rate

The City's proposed 2020 Water/Wastewater rate is:

	2019 Rate $/m^3	Increase $/m^3	% Increase	2020 Proposed Rate $/m^3
A. Region's Wholesale Rate	3.0743	0.2767	9.0%	3.3510
B. Non-Revenue Water	0.3800	0.0342	9.0%	0.4142
C. Operating Expenditures	0.4450	0.0123	2.8%	0.4573
D. Reserve Contribution	0.5687	0.0268	4.7%	0.5955
City's Water/Wastewater Rate	**4.4680**	**0.3500**	**7.8%**	**4.8180**

Increase of $0.3500/m^3 or 7.8% compared to the 2019 rate

5. Components of the Water/Wastewater Rate

A. York Region Wholesale Rate

- York Region:
  - ✓ Purchases water from the City of Toronto and from the Region of Peel. The source is Lake Ontario.
  - ✓ Pumps water into reservoirs to provide adequate supply and maintain system pressure.
  - ✓ Conveys wastewater to their jointly owned treatment facility (in Durham) that treats and releases the water back to Lake Ontario.

5. Components of the Water/Wastewater Rate

A. York Region Wholesale Rate

In October 2015, YR Council adopted a strategy to move towards financial sustainability and recommended rate increases to support the following requirements:

- ✓ Build adequate reserves for future asset rehabilitation and replacement
- ✓ Maintain existing assets
- ✓ Cover day to day operations
- ✓ Eliminate the need to issue rate-supported debt
- ✓ Achieve full cost recovery pricing in 2021

5. Components of the Water/Wastewater Rate

A. York Region Wholesale Rate

The Region approved annual rate increases for water and wastewater user rate effective April 1, 2016 through April 1, 2021 as shown below:

Year Starting	Wholesale Rate ($/m^3)	Increase from Prior Year
April 1, 2016	2.3741	9.0%
April 1, 2017	2.5876	9.0%
April 1, 2018	2.8205	9.0%
April 1, 2019	3.0743	9.0%
April 1, 2020	3.3510	9.0%
April 1, 2021	3.4468	2.9%

5. Components of the Water/Wastewater Rate

A. York Region Wholesale Rate

Region's approved water and wastewater blended rate increase of 9.0%, includes the wholesale water rate increases from the City of Toronto and Region of Peel. These increases are passed on to the City.

	Region's 2019 Wholesale $/m3	% Increase	$ Increase/m^3	Region's 2020 Wholesale $/m3	% of Total Rate
Water and Wastewater Rate	3.0743	9.0%	0.2767	3.3510	70%

A. Increase 2020 rate by $0.2767/$m^3$

5. Components of the Water/Wastewater Rate

	Description	2020 Rate $/m^3
✓ A. Region's Wholesale Rate	The actual cost Markham pays to buy water from YR	3.3510
B. Non-Revenue Water	Cost of water that is used but not billed to the customer	0.4142
C. Operating Expenditures	Funding needed to operate, upkeep and maintain the water and wastewater systems	0.4573
D. Reserve Contribution	Funding used for long term infrastructure rehabilitation and replacement	0.5955
City's Water/Wastewater Rate		**4.8180**

5. Components of the Water/Wastewater Rate

B. Non-Revenue Water

For every 1,000 litres of water that Markham buys from YR, it is budgeted to sell only 890 litres. This unsold water is known as **Non Revenue Water (NRW).**

The additional 110 litres or 11% of the purchased water is for:

1. System leakage and watermain breaks (78 L)
2. Meter inaccuracies – on YR supply meters and customer meters (15 L)
3. Operational Water - System flushing to maintain water quality and other uses such as fire fighting (14 L)
4. Unauthorised Use - Water theft or illegal connections (3 L)

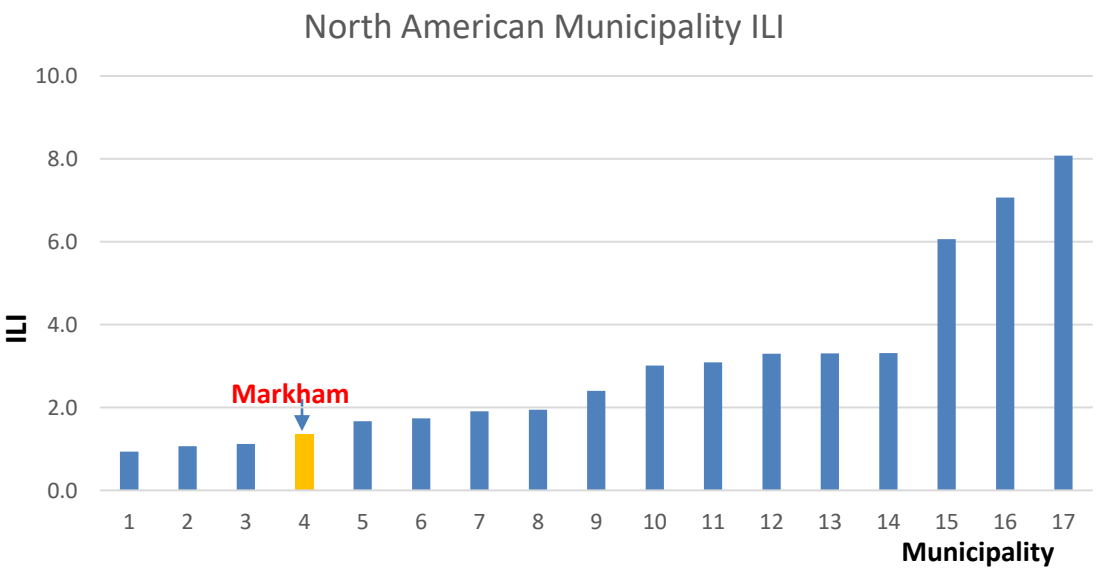
5. Components of the Water/Wastewater Rate

B. Non-Revenue Water

Best Practices

- Markham's budget of 11% NRW is considered a well managed system
- The International Water Association established a global benchmark for water agencies known as the Infrastructure Leakage Index (ILI) where;
- ILI = Actual System Leakage/ Allowable System Leakage;
- Allowable System Leakage represents the minimum expected leakage of the system based on best management practices. An ILI close to 1 is considered 'World Class'.
- Markham's 2018 ILI is 1.3

B. Non-Revenue Water (NRW)



Data provided by AWWA Water Loss Committee

5. Components of the Water/Wastewater Rate

B. Non-Revenue Water

Based on the Region's approved increase of 9.0%, the NRW component of the 2020 Water Rate will be \$0.4142/m^3 compared to \$0.3800/m^3

	City's 2019 NRW Component \$/m3	% Increase	\$ Increase/m^3	City's 2020 NRW Component \$/m3	% of Total Rate
Water and Wastewater Rate	0.3800	9.0%	0.0342	0.4142	9%

B. Increase 2020 rate by \$0.0342/m^3

5. Components of the Water/Wastewater Rate

	Description	2020 Rate $/m^3
✓ A. Region's Wholesale Rate	The actual cost Markham pays to buy water from YR	3.3510
✓ B. Non-Revenue Water	Cost of water that is used but not billed to the customer	0.4142
C. Operating Expenditures	Funding needed to operate, upkeep and maintain the water and wastewater systems	0.4573
D. Reserve Contribution	Funding used for long term infrastructure rehabilitation and replacement	0.5955
City's Water/Wastewater Rate		**4.8180**

5. Components of the Water/Wastewater Rate

C. Operating Expenditures

The Operating Expenditures component is required to pay for operations and maintenance of the water and wastewater systems. Rate increase includes operational increases such as cost of living adjustments, collective agreements and contract escalations.

	City's 2019 Operating Component $/m3	% Increase	$ Increase/m^3	City's 2020 Operating Component $/m3	% of Total Rate
Water and Wastewater Rate	**0.4450**	**2.7%**	**0.0123**	**0.4573**	**9%**

C. Increase 2020 rate by $0.0123/$m^3$

5. Components of the Water/Wastewater Rate

	Description	2020 Rate $/m^3
✓ A. Region's Wholesale Rate	The actual cost Markham pays to buy water from YR	3.3510
✓ B. Non-Revenue Water	Cost of water that is used but not billed to the customer	0.4142
✓ C. Operating Expenditures	Funding needed to operate, upkeep and maintain the water and wastewater systems	0.4573
D. Reserve Contribution	Funding used for long term infrastructure rehabilitation and replacement	0.5955
City's Water/Wastewater Rate		**4.8180**

5. Components of the Water/Wastewater Rate

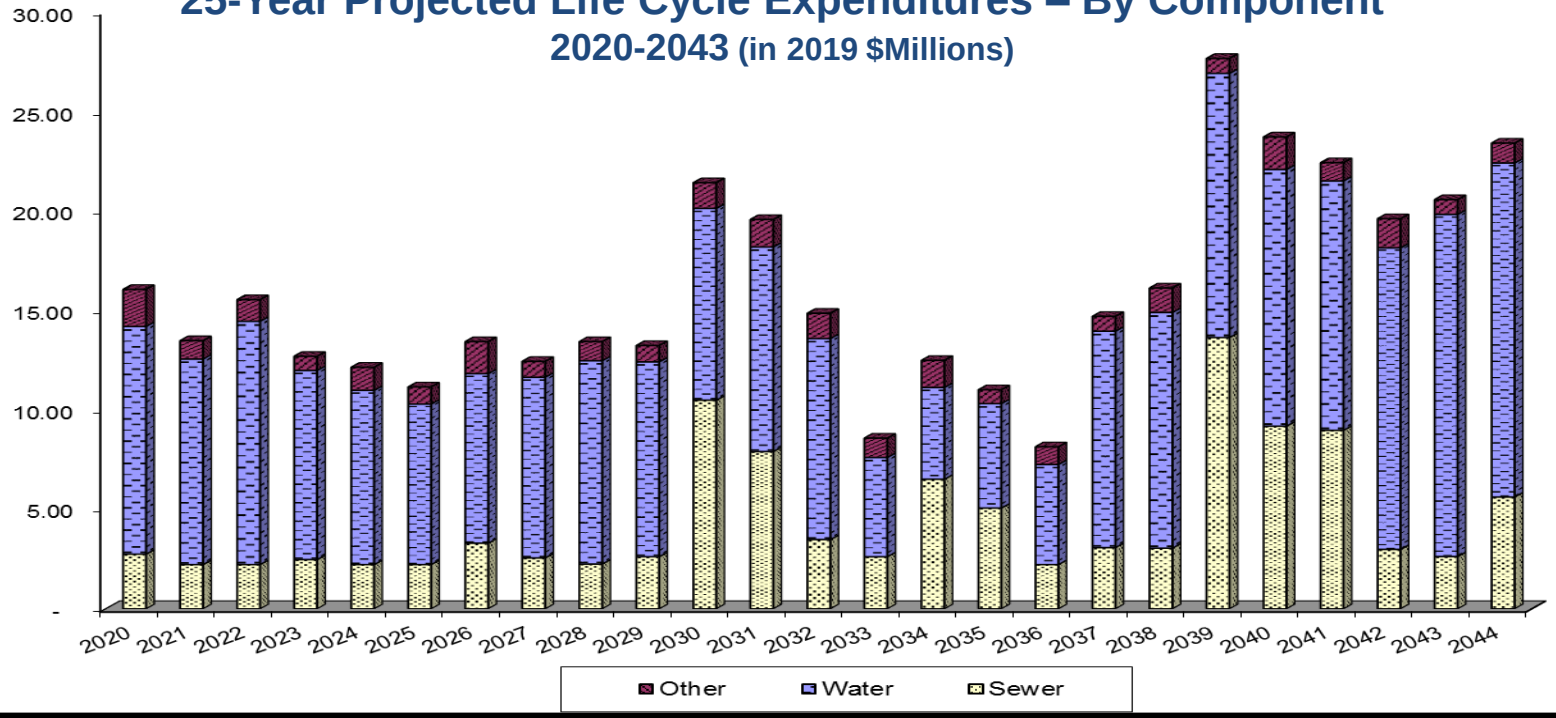
D. Reserve Contribution

- The City implemented the Water & Wastewater Reserve Study with the purpose of addressing the ongoing replacement and rehabilitation requirements for Waterworks infrastructure and other Waterworks related capital assets, such as Fleet, Facilities and ITS infrastructure, over their useful lives.
- The Reserve Study is updated annually to:
  - establish the water and wastewater rate
  - ensure that there is adequate funding in the Waterworks Reserve to sustain future replacement and rehabilitation requirements of the City's water and wastewater infrastructure for the next 25 years

D. Reserve Contribution

25-Year Projected Life Cycle Expenditures – By Component

2020-2043 (in 2019 $Millions)



Total projected expenditures of $398M (Average $15.9M/year) for the next 25 years or $539M inflated dollars (Average $21.6M inflated dollars/year)

5. Components of the Water/Wastewater Rate

D. Reserve Contribution

- Transfer to Reserves = Sales – Purchases – Operations

- The Reserve Contribution component ensures there is adequate funding in the Waterworks Reserve to sustain replacement and rehabilitation requirements for the next 25 years

	City's 2019 Transfer to Reserve $/m3	$ Increase/m^3	City's 2020 Transfer to Reserve $/m3	% of Total Rate
Water and Wastewater Rate	0.5687	0.0268	0.5955	12%

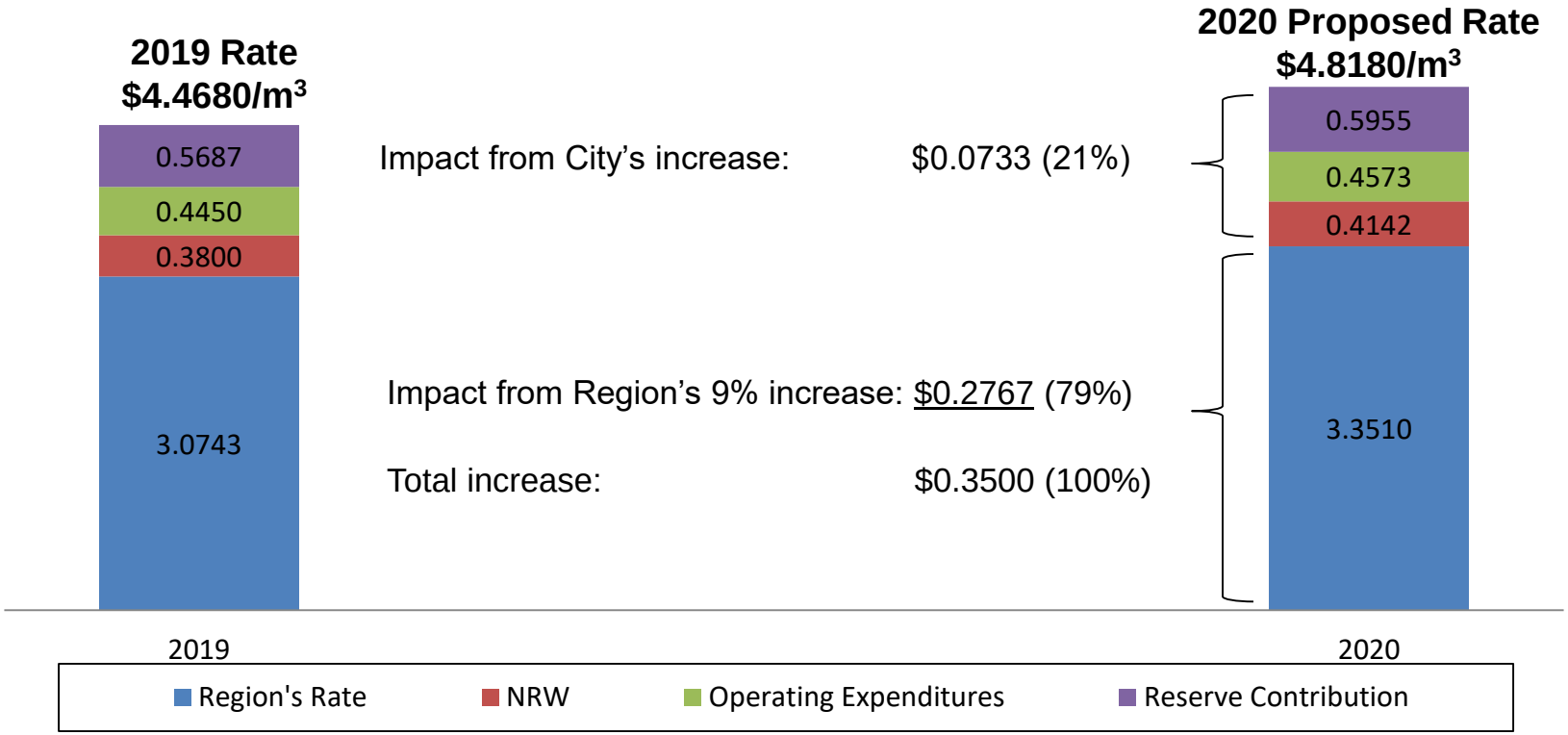
D. Increase 2020 rate by $0.0268/$m^3$

5. Components of the Water/Wastewater Rate

		Description	2020 Rate $/m^3
✓	A. Region's Wholesale Rate	The actual cost Markham pays to buy water from YR	3.3510
✓	B. Non-Revenue Water	Cost of water that is used but not billed to the customer	0.4142
✓	C. Operating Expenditures	Funding needed to operate, upkeep and maintain the water and wastewater systems	0.4573
✓	D. Reserve Contribution	Funding used for long term infrastructure rehabilitation and replacement	0.5955
	City's Water/Wastewater Rate		**4.8180**

Increase of $0.3500/m^3 or 7.8% compared to the 2019 rate
(2020 proposed rate includes Region's increase of 9.0%)

6. Summary of 2020 Proposed Water/Wastewater Rate



6. Summary of 2020 Proposed Water/Wastewater Rate

Markham's portion of the rate increase is necessary in order to:

- Fund the day-to-day operations of the Waterworks department
- Fund the future replacement of existing assets over the next 25 years
- Avoid higher rate increases in the future

7. Impact to Residents and Top 10 Institutional, Commercial, Industrial (ICI) Customers

Proposed 2020 water/wastewater rate of $4.8180m^3$

Rate increase of $0.3500/m^3$ (Region's rate increase of $0.2768/m^3$, City's increase $0.0732/m^3$)

Year over Year Impact to Residents

Year	Water Rate	Average Consumption	Average Water Bill
2019 (A)	$4.4680/m^3$	210 m^3 per year	$938
2020 (B)	$4.8180/m^3$	210 m^3 per year	$1,012
Difference (C=B-A)	**7.8% Increase**		**$74**

7. Impact to Top 10 Institutional, Commercial, Industrial (ICI) Customers

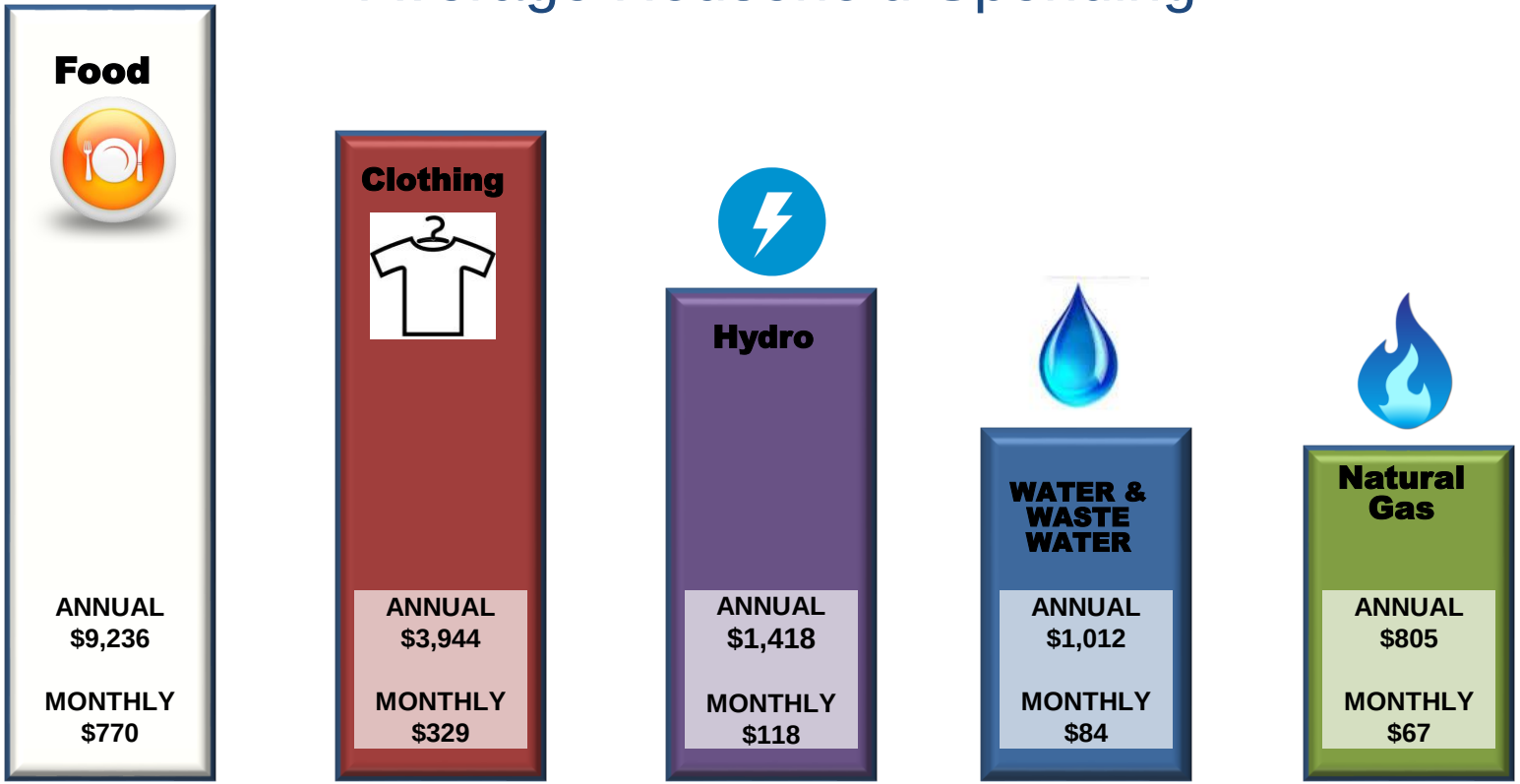
Proposed 2020 water/wastewater rate of $4.8180/m^3

Rate increase of $0.3500/m^3 (Region's rate increase of $0.2768/m^3, City's increase $0.0732/m^3)

- **Increase ranges from $26,000 to $43,000 per year**

(Top 10 list includes manufacturers, hospitality providers and Markham Stouffville Hospital)

Average Household Spending



Source (excluding water & wastewater): Statistics Canada 2016 Household Spending – Ontario (adjusted for inflation)

8. Reserve Balance

$ in Millions	2019 Year-End Forecast	2020 Proposed Budget
Opening Balance	69.13	64.74
Transfer to Capital	(22.31)	(17.70)
Interest Income	0.80	0.80
Transfer from closed capital projects	1.84	0.00
Transfer to Reserve	15.28	15.62
Waterworks Reserve Ending Balance	**64.74**	**63.46**

2020 Projected Reserve Balance of $63.46M represents 1.7% of the total replacement cost of $3.67B for waterworks infrastructure.

9. Recommendations

That the following be put forward for consideration by Council at the November 13th Council meeting:

1. That the minutes from the November 5, 2019, 2020 Water/Wastewater Rate Public Consultation meeting be received; and,
2. That the 2020 City of Markham's ("City") water/wastewater rate be increased by \$0.3500/m^3 from \$4.4680/m^3 to \$4.8180/m^3 effective April 1, 2020; and further
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10. Next Steps

- Council Decision – Wednesday, November 13, 2020
- Implementation of 2020 Water/Wastewater Rate - April 1, 2020

Report to: General Committee Meeting Date: October 7, 2019

SUBJECT: 2020 Water/Wastewater Rate
PREPARED BY: Veronica Siu, Senior Business Analyst

RECOMMENDATION:

1) That the presentation entitled "2020 Water/Wastewater Rate Public Consultation Meeting" be received and approved for presentation at the November 5th Public Consultation meeting; and,

2) That the report entitled "2020 Water/Wastewater Rate" be received; and,

3) That Staff be authorized to hold a public meeting on November 5, 2019 at 6:30 p.m. in the Council Chamber at the Civic Centre to gather resident feedback on the proposed 2020 water/wastewater rate increase of \$0.3500/m^3 from \$4.4680/m^3 to \$4.8180/m^3; and,

4) That feedback received at the public meeting along with the proposed 2020 water/wastewater rate be put forward for consideration by Council at the November 13th Council meeting; and further,

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

PURPOSE:
The purpose of the report is to present the 2020 water/wastewater rates and to obtain approval to hold a public meeting on November 5, 2019 at 6:30 p.m. at the Markham Civic Centre in the Council Chamber to discuss the 2020 proposed water/wastewater rate increase.

BACKGROUND:
Markham owns and operates the water distribution and wastewater collection systems, and purchases water supply and wastewater treatment from the Region. The Region purchases water from the City of Toronto and Region of Peel. The Region's current wholesale rate is \$3.0743/m^3 and Markham's current rate is \$4.4680/m^3. Revenues are used to fund Regional purchases (i.e. water and wastewater costs), Waterworks day-to-day operations and capital expenditures.

It is Markham's practice to hold a public meeting before passing an amendment to the Fee By-law for a water/wastewater rate change. The public meeting will be held at the Civic Centre in the Council Chamber on November 5, 2019 at 6:30 p.m. to discuss the 2020 proposed water/wastewater rate increase including the following agenda items:

- About Markham's Waterworks Department

- Markham Water/Wastewater System
- Markham's Historical Water/Wastewater Rate
- 2019 Comparative Municipal Water/Wastewater Rates ($/m3)
- Components of the 2020 Water/Wastewater Rate
- Summary of 2020 City's Water/Wastewater Rate
- Impact to Residents and Top 10 Institutional, Commercial and Industrial Customers
- Reserve Balance

Notice of the public meeting will be posted on the "City Page" in local newspapers, the City website, electronic information boards in City facilities and through social media. Councillors will receive copies of the notice to send to residents.

Feedback received at the public meeting along with the proposed 2020 water/wastewater rate will be put forward for consideration by Council at the November 13th Council meeting.

OPTIONS/ DISCUSSION:

1. Water/Wastewater Rate

Markham's water/wastewater rate is comprised of the following 4 components:

A. Regional wholesale rate
B. Non-revenue water
C. Operational expenditure
D. Reserve contribution

A. Region's Increase

The Region provides water supply and wastewater treatment to the nine municipalities within the Region. On October 15, 2015, the Region approved annual rate increases for water and wastewater user rates effective April 1, 2016 through April 1, 2021 as shown below:

Year Starting	Wholesale Rate ($/m^3)	Increase from Prior Year
April 1, 2016	2.3741	9.0%
April 1, 2017	2.5876	9.0%
April 1, 2018	2.8205	9.0%
April 1, 2019	3.0743	9.0%
April 1, 2020	3.3510	9.0%
April 1, 2021	3.4468	2.9%

The Region's increase will support the following ongoing requirements including:

- Build adequate reserves for future asset rehabilitation and replacement
- Maintain existing assets
- Cover day to day operations
- Eliminate the need to issue rate-supported debt; and

- Achieve full cost recovery pricing in 2021.

Based on the Region's approved increase of 9% for 2020, the Region's wholesale rate will increase by \$0.2767/m^3 from \$3.0743/m^3 to \$3.3510/m^3.

As per the City's policy, the City will match the Region's monetary increase of \$0.2767/m^3.

B. Non-revenue water

For every 1,000 litres of water that Markham buys from the Region, it is budgeted to sell only 890 litres. This unsold water is known as non-revenue water (NRW). The most frequent occurrences of non-revenue water are through system leakage and watermain breaks, metering inaccuracies, system flushing to maintain water quality and other uses such as firefighting and unauthorized uses.

Based on the Region's approved increase of 9%, the NRW component will be increased from \$0.3800/m^3 to \$0.4142/m^3, an increase of \$0.0342/m^3 from 2019.

C. Operational Expenditure

The Operational Expenditure component is required in order to fund the operations and maintenance of the water and wastewater systems.

The rate for this component will be increased by \$0.0123/m^3 from \$0.4450/m^3 to \$0.4573/m^3 to cover operational increases such as cost of living adjustments, collective bargaining agreements and contract escalations.

D. Reserve Contribution

The Reserve Contribution component addresses the ongoing replacement and rehabilitation requirements for Waterworks infrastructure and other Waterworks related capital assets.

The rate for this component will be increased by \$0.0268/m^3 from \$0.5687/m^3 to \$0.5955/m^3.

Below is a summary of the proposed increases by component:

	2019 Rate \$/m^3	Increase \$/m^3	% Increase	2020 Proposed Rate \$/m^3
A. Region's Wholesale Rate	3.0743	0.2767	9.0%	3.3510
B. Non-Revenue Water	0.3800	0.0342	9.0%	0.4142
C. Operating Expenditures	0.4450	0.0123	2.8%	0.4573
D. Reserve Contribution	0.5687	0.0268	4.7%	0.5955
City's Water/Wastewater Rate	**4.4680**	**0.3500**	**7.8%**	**4.8180**

FINANCIAL CONSIDERATIONS

It is proposed that the 2020 water/wastewater rate will increase by \$0.3500/m^3 (7.8%) from \$4.4680/m^3 to \$4.8180/m^3.

Impact to Residents & ICI Customers

Based on an average household water consumption of 210 m^3 per year, there will be an increase of approximately \$74 to an average total annual household bill.

2019: \$4.4680 x 210 m^3 = \$938 (A)
2020: \$4.8180 x 210 m^3 = \$1,012 (B)
Increase in 2020 \$74 (C = B - A)

The impact to the top 10 ICI customers, including a health care provider, manufacturers, and hospitality providers, will range from \$26,000 to \$43,000 per year.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not applicable.

BUSINESS UNITS CONSULTED AND AFFECTED:

Environmental Services have reviewed this report and their comments have been incorporated.

RECOMMENDED BY:

Phoebe Fu
Director, Environmental Services

Joel Lustig
Treasurer

Brenda Librecz
Commissioner, Community & Fire Services

Trinela Cane
Commissioner, Corporate Services

ATTACHMENT:

2020 Water/Wastewater Rate Public Consultation Meeting Presentation

MARKHAM

Report to: General Committee Meeting Date: October 7, 2019

SUBJECT: 2020 Recreation User Fee - Market Analysis
PREPARED BY: Mary Creighton, Director, Recreation Services

RECOMMENDATION:

1) That the report entitled "2020 Recreation User Fee - Market Analysis" be received; and,

2) That the 2020 Recreation Services additional user fees and permit increases based on market analysis be approved; and,

3) That a $1.86 per hour increase, in addition to the Council approved increase, be applied to Adult Artificial Turf rentals be approved starting January 2020; and,

4) That the Non Prime Ice Arena fee be lowered to $165.00, so that the fee matches the average rate amongst municipal comparators, and be approved starting January 2020; and,

5) That a $6.00 per hour increase, in addition to the Council approved increase to the Aquatics Competitive Club community pool rental fee, be applied annually until the rental fee reaches the average rate amongst municipal comparators and be approved starting September 2020; and further,

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

PURPOSE:
The purpose of the report is to seek Council approval for 2020 Recreation Services additional user and permit fees based on a market analysis and their respective effective dates.

BACKGROUND:
Annually, user fees are increased based on the greater of Consumer Price Index (CPI) or the CUPE settlement. Staff in Recreation also on a regular basis conduct a market analysis to evaluate opportunities to adjust user fees and permits based on market conditions.

In 2019, a review identified a number of opportunities for user fee increases, which were presented as part of the "2019 User Fee, Permit and Fine Increases - Market Competitive Analysis" which identified opportunities for all departments, within the corporation. The mandate was to benchmark the City's fees against a minimum of three municipal comparators, two of which were the City of Vaughan and the City of Richmond Hill. The goal was to adjust the City's fees at a minimum to be equivalent to the highest of the three comparators.

Recreation Fees, which were presented, included increases to camps, programs, pools and sports fields. The proposed increases were based on adjusting the fees to be equivalent to the highest comparable. The annual proposed impact to the operating budget was identified as $432,001. The proposed 2019 Recreation fees increases were not approved as part of the budget process.

OPTIONS/ DISCUSSION:

2020 Additional User Fee Increase Based on Market Analysis

The process of undertaking a market analysis continued for 2020 budget. Recreation Services undertook a market analysis of user fees to further determine the City's position against other municipalities as comparators in preparation for the 2020 Budget. The majority of Recreation user fees are at the highest rate in comparison to the City of Vaughan and City of Richmond Hill. Instead of proposing current rates to be equivalent to the highest comparable rate, Recreation Services revised its 2020 budget approach in identifying opportunities based on the average rate of City of Vaughan and City of Richmond Hill. This resulted in fewer fees being identified than those recommended in the 2019 review process.

In the 2020 review process, staff used the average user fee rate between two comparator municipalities (City of Vaughan and City of Richmond Hill) and are recommending changes in Recreation fees to match the average fee amongst the municipal comparators, if the average fee is above City of Markham rate.

The user fee increases are being brought forward at this time well in advance of the implementation date, so that community user groups have advance notification of the increases. Subsequently, this will allow community groups to account for the increases and implement the applicable user fee in their 2020 registration fees, if required.

The 2020 budget process will include revenue impacts net of any volume adjustments.

Direct Programs

Based on this review, staff verified that 86% of Markham Recreation's "Learn to Program" user fees are either at the highest fee or are in the top quartile amongst comparable municipalities. Through our discussion with the comparators, each municipality identified unique pricing strategies that allows for them to provide a range of program offerings. Their pricing strategies all support access and participation to all members of their communities.

When comparing City of Markham's direct program fees with the average rate amongst municipal comparators, City of Markham direct programming fees continues to range above comparators.

Staff are recommending no change in user fees associated with Direct Programming.

Drop-In Programs

The approach undertaken by staff within Recreation Service is consistent with the 2018 and 2019 user fee reviews, which recommended no changes in user fees to Drop-In programs. These programs allow for the greatest benefit to the community based on cost and accessibility, which aligns with Recreation's priority to provide accessible and affordable service for all residents.

Staff are recommending no change in user fees associated with Drop-In Programs.

Facility Permit (Non Prime Ice Rental)

Non-prime ice rental in community centre arenas is defined as the rental period between Monday to Friday, 7 a.m. to 4 p.m. September 1st to March 31st. Staff continues to receive numerous inquiries about non-prime ice rental opportunities, but based on feedback, our current rate has been identified as too high compared to surrounding municipalities and private arenas.

With Recreation Services hourly rate for non-prime ice being the second highest among comparable municipalities, staff is recommending a strategy to reduce the non-prime arena rental fee to the average fee amongst comparable municipalities. This strategy will be to lower the existing fee to $165.00 per hour and to increase usage volume by five (5) additional hours per week, totaling an increase from 29 hours of non-prime ice per week to 34 hours per week to offset lost revenues.

Staff are confident that they will fill these additional hours with no net impact.

The recommended fee will be implemented starting January, 2020.

Facility Permits (Artificial Turf)

The fee review did identify pricing gaps that exist within the artificial turf rental rate for adult users. The chart below demonstrates the financial opportunities and the gap between Markham's current fee compared to the average rate amongst comparable municipalities.

Sportsfields - Fee (Hourly)

Artificial Turf	Current Fee	Additional Fee Increase %	Effective January 1, 2020	Rate Increase (per hour) $	Annual Financial Impact
Adult	$28.40	6.55%	$30.26	$1.86	$2,744.85

Staff are recommending to increase the current rate for Artificial Turf rentals for Adults to $30.26 per hour.

This recommended fee will be implemented starting January, 2020 for the start of the 2020 outdoor sport field season.

Facility Permit (Aquatics)

During the 2019 operating budget discussions, there was a presentation by competitive aquatic groups whom were concerned with the fee increase that was being proposed. At that time, Council recommended to not move forward with any fee changes. Since then, Staff have completed further work on this and are recommending a fee increase. The proposed fee increase is not as significant as the previously proposed increase and will have less impact to Markham's competitive aquatic groups.

Review Process

Staff are recommending fee increases for the Community Pools rental fee only. The fee to rent Pan Am pool is excluded from the review based on the fact that the Pan Am pool fee is currently at market. There are six (6) community pools used by Competitive Aquatics Clubs: Aaniin, Angus Glen, Centennial, Cornell, Milliken Mills and Thornlea.

The current total fee for Community Pool rental is $60.43. Within the fee are two components:

1. **Pool Fee**
   Full pool water fee (25m x 6 lanes) $23.99
2. **Lifeguards Fee**
   1 Supervisor + 1 Lifeguard + Benefits $36.44
   Total Community Pool Fee **$60.43**

The 2019 review focuses exclusive on the pool fee component within the Community Pool rental fee. The lifeguard component is legislatively required and is charged as a direct recovery. This component of the Community Pool Fee is not impacted by a fee increase. The table below demonstrate the total fee that Aquatics Clubs pay on an annual basis and the pool component portion of that total fee that is under review.

Competitive Aquatic Clubs	Pan Am + Community Pool	Pan Am Pool	Community Pools			
	Total Annual Contract Costs (A) = (B) + (C)	Pool Fee + Lifeguard Fee (B)	Total Contract Amount $ (C) = (D) + (E)	Lifeguard Fee (D)	**Pool Fee (E)**	**% of fee Impacted (F) = (E) / (A)**
Markham Aquatic Club	$190,817	$107,128	$83,689	$50,505	**$33,183**	**17.4%**
Mallards Aquatic Club	$130,441	$74,448	$59,993	$39,027	**$20,966**	**16.1%**
Markham Masters	$10,222	$0	$10,222	$7,652	**$2,570**	**25.1%**
Thornhill Masters	$7,615	$0	$7,615	$4,591	**$3,024**	**39.7%**
Markham Synchro	$32,185	$13,475	$18,709	$13,009	**$5,700**	**17.7%**

During this market analysis, staff conducted a review of pool fees for City of Richmond Hill and the City of Vaughan. (see chart below). The average pool fee for the comparators is $64.67. It is recommended that an increase of $6.00 per hour be applied to the 6 lane community pool rental annually until the average comparator fee is achieved.

This recommended fee increase has been discussed with all competitive aquatics groups. Staff met with the aquatic groups and they are aware that the Markham fee is significantly lower than the average fee amongst comparable municipalities. Staff have been meeting with the aquatic groups to ensure that they are fully prepared for the increase.

Municipal Comparators

Fee Category	Richmond Hill Pool	Vaughan Pool	Markham Community Pool	Average Pool Fee
Pool Water Fee (6 Lane Pool)	$59.33	$70.02	$23.99	$64.67

The total impact to groups on an annual basis is reflected in the chart below. In general the fee increase, over and above the annual CPI, for the two larger groups (Markham Aquatic Club and Mallards Aquatics Club), which represents approximately 75% of the users amongst all competitive aquatic clubs, is 3.9% - 4.2%, based on their current usage.

			Impact of $6 per hour Increase	
Competitive Aquatic Clubs	**Total Contract Amount $ (A)**	**Community Pool Water Total**	**Increase (B)**	**% of Total Contract Impacted (C) = (B)/(A)**
Markham Aquatic Club	$190,817	$33,183	$8,085	4.2%
Mallards Aquatic Club	$130,441	$20,966	$5,208	3.9%
Markham Masters	$10,222	$2,570	$630	6.1%
Thornhill Masters	$7,615	$3,024	$756	9.9%
Markham Synchro	$32,185	$5,700	$1,407	4.0%

This fee increase is to take effect in September, 2020 and will be reflected in the 2020 User Fee By-Law. This will allow sufficient time for the aquatic user groups to account for the increase in their 2020 budget process.

Based on the implementation date of September 2020, the annual financial impact to the will be $16,086.

FINANCIAL CONSIDERATIONS

AQUATICS
(per hour)

includes 13% HST	Year in Effect	Community Pool Rental Fee	Effective September 1 (*)	Rate Increase (Per Pool) $	Additional Fee Increase %	Avg. Fee based on Municipal Comparator	Annual Financial Impact	2020 Financial Impact
Competitive Aquatics Club – 6 lane x 25 metre	2020	$60.43	$66.43	$6.00	9.93%	$98.28(*)	$16,086	$5,362
	2021	$66.43	$72.43	$6.00	9.03%			
	2022	$72.43	$78.43	$6.00	8.28%			
	2023	$78.43	$84.43	$6.00	7.65%			
	2024	$84.43	$90.43	$6.00	7.11%			
	2025	$90.43	$96.43	$6.00	6.63%			

*** Annual fee will still be subject to Council Approved annual increase (greater of CPI or CUPE)**

Sportsfields - Fee (Hourly)

Artificial Turf	Current Fee	Additional Fee Increase %	Effective January 1, 2020	Rate Increase (per hour) $	Annual Financial Impact	2020 Financial Impact
Adult	$28.40	6.55%	$30.26	$1.86	$2,744	$2,744

The total 2020 financial impact from the proposed fee increase is $8,106 and the annual impact from the proposed fee increase is $18,380.

The 2020 Budget process will include revenue impacts net of any volume adjustments. Staff will monitor participation rates and should any issues arise as it pertains to a decline in volume, Senior Staff will be notified and adjustments will be made as required.

HUMAN RESOURCES CONSIDERATIONS

Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not Applicable

BUSINESS UNITS CONSULTED AND AFFECTED:

Not Applicable

RECOMMENDED BY:

Mary Creighton
Director, Recreation Services

Brenda Librecz
Commissioner, Community
& Fire Services

ATTACHMENTS: