



Post-Games Summary

Community Activations for 2015 Pan Am/Parapan Am Games in Markham

Updated
October 19, 2015

**2015 PAN AM/PARAPAN AM GAMES IN THE CITY OF MARKHAM
POST-GAMES SUMMARY OF COMMUNITY ACTIVATIONS**

TABLE OF CONTENTS	PAGE
1. Introduction	3
2. Infrastructure	4
• Markham Pan Am Centre – construction update	
3. Municipal Services & Games Operations	5
• Municipal Service Agreements	
• Markham Pan Am Centre – Facility Operations	
• Transportation	
• Fire Services	
• EOC & Markham Command Centre	
• Municipal Designation Program – Games Branding on City/Public Assets	
4. Community Activation	11
• Strategic Plan	
• Markham Pan Am Host Advisory Committee & Subcommittees	
• Strategy Subcommittee	
• Cultural Development & Legacy Subcommittee	
• Events Subcommittee	
• Marketing Subcommittee	
• School Activation Subcommittee	
• Sponsorship Subcommittee, including Grants	
• Sport Development & Legacy Subcommittee	
• Volunteer Subcommittee	
• Budget for community activations	
5. Legacy Programs	29
• Sport Training, Sport Tourism, Economic Development	
• Markham Sport Hall of Fame	
• Public Art & Cultural Programming	
• City-wide Volunteer Program	
6. APPENDIX	30
• Appendix A – Markham Pan Am Committees: Executive, Construction, Planning	
• Appendix B – Host Advisory Committee Members	
• Appendix C – Subcommittee Members	
• Appendix D – Sponsors , Funding Partners and In-Kind Contributors	
• Appendix E – Markham Pan Am Events & Community Outreach	

1. INTRODUCTION

The Toronto 2015 Pan Am/Parapan Am Games brought together 10,000 athletes, coaches and officials from 41 PASO countries in July and August 2015 to compete in 51 sports (36 Pan Am sports/15 Parapan sports). These competitions were held in 32 venues in 16 municipalities across the Greater Toronto Horseshoe Area, and attended by an estimated 1.4 million spectators and 4,000 journalists. Close to 20 of the competitions were qualifiers for the 2016 Rio Olympics.

As a Gold Level Municipal Partner for the TO2015 Pan Am/Parapan Am Games, the City of Markham hosted five of the competitions. Four of the competitions in Markham (Badminton, Para Table Tennis, Table Tennis, Water Polo) took place in the newly opened Markham Pan Am Centre, and the fifth, the Pan Am debut of Golf, was played at award-winning Angus Glen Golf Course.

The City of Markham's commitment to the Pan Am/Parapan Am Games was to develop a 147,000 sq ft. facility with a 50 metre pool and field house to host the water polo, table tennis, and badminton competitions for the Pan Am Games and table tennis for the Parapan Am Games. The City of Markham also hosted the inaugural of golf competitions in the Pan Am Games, just prior to golf returning to the 2016 Olympics after nearly 100 year absence. The golf competitions were held at Angus Glen Golf Course, for which the City provided transportation and fire services.

City staff, working with TO2015 Organizing Committee and Provincial and Federal Ministry Teams, were responsible for venue infrastructure, municipal service level agreements, venue operations plan, transportation requirements, fire services and a Municipal Command Centre.

This summary report will include current status on construction and the municipal services provisions.

At the same time, Markham seized this extraordinary opportunity to bring together residents and visitors alike in celebration of sport and culture, to foster local economic benefits, to showcase our community to international audiences, and to build a lasting legacy for our community, including the development and expansion of sport tourism industry through infrastructure and relationships.

Markham developed a community activation strategy through the leadership of the Markham Pan Am Host Advisory Committee – comprised of Markham Council, CAO and Commissioner with over 20 business and community leaders, supported by staff. This committee was responsible for formulating the strategy, defining the budget, and delivering tactics required for Markham's Pan Am Community Activation Plan. Over the course of 2014/2015, the Markham Pan Am Host Advisory committee fundraised and delivered a successful \$600,000 plan which featured over 120 events and projects.

This summary report also outlines Markham Pan Am Host Advisory Committee's Committee Activation plan and outcomes.

2. INFRASTRUCTURE

Markham Pan Am Centre – construction update

Infrastructure Ontario led the construction bid process, and announced on September 10, 2012, that Bondfield Construction Co. Ltd. (the General Contractor) was the winning proponent for the Markham Pan Am Centre construction contract with two other Games venues (construction of a Pan Am Field Hockey Centre at the University of Toronto's downtown St. George Campus and renovation of the Etobicoke Olympium aquatic facility).

The ground breaking for the Markham Pan Am Centre was held on October 9, 2012. The centre was scheduled to achieve Substantial Performance in mid-July 2014, but the General Contractor experienced difficulties with timely procurement of some key resources and was also set back by severe winter conditions, particularly in 2014 with the ice storm. Substantial Performance was achieved on October 29, 2014, well in advance of the Games. The City took occupancy on October 17, 2014, hosted the official opening ceremony on November 23, 2014, and began operating the facility as a community centre.

On May 18, 2015, the TO2015 Organizing Committee assumed control of the facility and began Games Overlay installation work (temporary measures related to conducting the Games, including Games scoring systems, security, spectator control, athlete space, media facilities, etc). The City also undertook some Overlay work on behalf of TO2015 on the adjacent site to prepare for bus loading/unloading zone, Games family and additional accessible parking. All items critical to the Games were completed in advance of the Games.

The venue was officially under the exclusive use of the TO2015 Organizing Committee from mid-May to mid-September, 2015. During the last stage, August 13 to September 15, TO2015 was undertaking "bump out" work, or removal of Overlay items. The City officially reopened the Centre on October 1, 2015.

There remains some work to achieve Total Performance, defined as completing the original scope of work while also correcting construction deficiencies and warranty repairs. This includes, among other items, resolving some unexpected deterioration of pool deck tile work. A process is under development to ensure the Centre is completed to expected levels of community excellence. In addition to the work above, the City committed to post-Games work to complete the curbs and plantings (omitted at the time of construction to provide a level hard surface for Games Overlay) and other works to complete and enhance work omitted from the original scope for the contract.

In financial terms, the project is expected to remain on or under budget. The facility construction project was awarded at \$78.52 million (\$7.3M under budget), with TO2015 contributing a fixed grant of \$31.92 million and the City contributing the remaining portion, with \$46.59 million approved by Council. Final resolution of the outstanding items will be addressed by Infrastructure Ontario with input from City staff.

The financial reconciliation of the overall facility project has been completed by the external Project Manager, Infrastructure Ontario, and is under review by City staff with the forecast remaining under budget.

Summary: Construction of the Pan Am Centre was completed well ahead of the Games under budget, and provides an outstanding legacy of the Games with sport excellence and sport tourism benefits for the City.

3. MUNICIPAL SERVICES and GAMES OPERATIONS

To ensure the successful execution of a positive 2015 Pan Am/Parapan Am Games experience for all stakeholders (athletes, officials, coaches, spectators, residents), the TO2015 Organizing Committee established operating committees that engaged key partners, including City of Markham staff. TO2015 committees included: Construction, Transportation, Emergency Planning, and Municipal Forum.

Within the City of Markham, we established two main internal working groups to ensure Markham's interests were protected and our interests advanced within the Games planning requirements.

Markham Executive Pan Am Committee – Senior Staff providing oversight and support for ensuring project completion, chaired by the Commissioner of Community and Fire Services.

Markham Pan Am Planning Committee – Markham's staff leads on the TO2015 Committees bringing together all of the operational requirements, chaired by the Commissioner of Community and Fire Services

During Games-time, the City established the **Markham Municipal Command Centre**, which aligned with TO2015's Main Operations Centre to monitor site specific issues and coordinate communication and actions, should any issues arise.

Through the work of the three above staff led committees, membership of which can be found in Appendix A, the City of Markham fulfilled Pan Am related requirements in the following areas:

1. Municipal Service Agreements with the Government of Ontario for Games impacts
2. Markham Pan Am Centre Construction
3. Facility Operations
4. Transportation requirements
5. Fire Services for two Pan Am venues in Markham
6. Emergency Operations Centre repurposed to Markham Command Centre
7. Municipal Designation Program / Promotions / Outreach
8. Volunteer Management

Council also approved a community activation and outreach committee, **Markham Pan Am Host Committee**, which included members of the public, with mandate and outcomes presented in Section 4 – Community Activation.

Municipal Service Agreements

The Government of Ontario established the Pan/Parapan American Games Secretariat (PPAGS) to provide strategic direction, inter-ministerial coordination and oversight of the provincial government's participation in the TO2015 Games and to manage the Transfer Payment Agreement with the TO2015 Organizing Committee.

PPAGS identified that each partner municipality must provide normal level of service during Games based on regular operating levels, and that any costs associated with the Games deemed outside of normal operating costs would be covered by PPAGS through a Municipal Services Agreement (MSA) or Incremental Services Agreement (ISA).

Every municipal partner hosting a Pan Am/Parapan Am event was required to sign MSA/ISAs with PPAGs, which provided an open process to determine base level operating costs and clarify above-and-beyond cost assignments. In June 2014, Markham Council delegated authority to the Mayor and Clerk to sign Markham's MSA/ISAs, subject to approval by the Chief Administrative Officer, City Solicitor and Commissioner of Community and Fire Services.

Two MSA/ISAs were submitted:

1. Fire Services
2. Operations (largely transportation signage related costs)

In the stance of Operations, PPAGS covered all Games-related transportation signage costs, material and installation costs.

There was also the Facility Agreement signed in 2012. For example, under the Agreement, the City was responsible for paying for Markham Pan Am Centre maintenance staff for regular operating hours, while TO2015 covered any and all staff related costs above the Centre's normal operating hours. Also, TO2015 was to pay for any utility costs that were above normal operational demands. Staff have submitted all costs per the Facility Agreement to TO2015 who have agreed with the additional costs. TO2015 has been issued an invoice. On behalf of TO2015, staff undertook remediation work at the Markham Pan Am Centre necessary as a direct result of hosting the games. Items included: repainting a number of areas in the centre, refinishing the gymnasium floor, and other various minor work.

Summary/Outcome: The MSA/ISAs and Facility Agreement cost submissions are currently with PPAGS and or TO2015. As these costs were consulted with TO2015 and PPAGs during the course of Games readiness, staff anticipate full approval.

Markham Pan Am Centre - Facility Operations

As per the 2012 Facility Agreement, the Markham Pan Am Centre was turned over to TO2015 Organizing Committee on May 18, 2015. The purpose of TO2015 taking responsibility 60 days prior was to allow "bump in" or set-up time to ensure the facility was Games ready including meeting the International Sport Organization and Olympic Committee standards and ensuring the look of the Games.

Throughout the Games, City of Markham Facility Maintenance Staff remained on site to ensure the building systems operated efficiently and effectively.

Summary/Outcome: There were no operating issues within the Centre of any lasting nature that impacted the Games. For example, a technology issue with a timing device installed by TO2015 was addressed without Games interference.

Transportation

During the Games, over 10,000 athletes and officials, 250,000 visitors to the GTA, over 1 million spectators had to travel to over 30 venues throughout the Greater Golden Horseshoe. The venues covered an area of 5,300 sq km, scattered across a 200 km radius, so there was a sizable transportation and logistical challenge to effectively run the Games.

To move all these additional people, equipment, supplies and other materials for the Games, the Ontario Ministry of Transportation (MTO) and TO2015 Organizing Committee planned to reduce the typical summer traffic by 25 percent, and to boost up the road network and transit services. MTO and TO2015 engaged a team of consultants and partnered with over 30 agencies including municipalities, regional governments, transit agencies, security planners and accessibility planners to plan the Games transportation components.

This section of the report summaries some of the major tasks taken by City staff which were instrumental in ensuring the transportation component of the Games meets or exceed expectation of all those affected including local businesses and residents.

A) Planning

City staff was involved for over two years before the Games in the Pan Am/Parapan Am Transportation Team (PATT) to advise on the transportation planning of the Games. Two major outcomes of the PATT collaboration were the MTO Games Route Network (GRN), and the Games Transit Network (GTN). The GRN is the road transportation backbone servicing all the venues and training centres. It is built on a temporary High Occupancy Vehicle (HOV) lane network on provincial highways and City of Toronto highways, and connected to arterial roads to provide access the venues. The GTN is a coordination of 11 transit agencies with municipal staff input to enhance the transit services with a supporting communication promotion, travel plan, pedestrian access and trip planning apps for smart phones, etc. to enable convenient access to venues in urban areas by transit. City staff played a major role in PATT given the availability of in-house expertise in transportation planning and traffic operations. Staff provided input to MTO's consultant studies and were involved in technical meetings on a regular basis.

Staff also participated in other technical committees to develop communication plans for transportation demand management, to investigate the benefits of off-peak goods movement and delivery, to promote carpooling, and to coordinate with Smart Commute Markham Richmond Hill on other trip reduction initiatives.

At a local level, there was significant planning work, in partnership with other agencies, for the areas in the vicinity of the venues. This included planning for access control points, parking restrictions, transit and pedestrian accesses, transit stop locations, bike parking, signage and wayfinding. A major component of local planning is the temporary parking lot for the Markham Pan Am Centre. Staff facilitated in securing private property from a landowner for the temporary parking lot and completed the site plan application process to approve the temporary use, and reviewed and approved all studies, plans and technical submissions.

B) Preparation & Communication

Leading up to the Games, staff were involved at the more detailed venue level with TO2015. Some of the activities include traffic operational plans around the venues, road closures, diversion, transit stops, parking restrictions, practising for desk-top emergency protocols, etc. Signage and wayfinding plans were drawn up to ensure clear route direction for drivers and transit users. Operations staff deployed numerous directional signs on the local street network as part of the overall TO2015 branding and Games promotion. There have been numerous communication events that were put out to educate, encourage the general population on reducing the amount of driving during the Games. City staff reached out to local businesses and residents by having two public information sessions at the Markham Pan Am Centre on March 11, 2015 and April 9, 2015. City staff also worked with Smart Commute Markham Richmond Hill to reach out to their membership of employers in the City of Markham and Town of Richmond Hill. There was also a significant amount of web, television, radio presence emphasizing trip planning during the Games.

C) Execution & Implementation

City staff of various departments worked together to ensure the smooth operations and support for the Games. To facilitate this objective, City staff were assigned to the MTO's Unified Transportation Coordination Centre (UTCC) in Downsview and at the York Region Traffic Control Centre at Bales Drive, East Gwillimbury. This was a regional control centre which was linked to the UTCC to identify, track and respond to, any incidents occurring on the GRN.

D) Monitoring & Incident Management

Establishing by-the-minute incident tracking of the GRN required leveraging technology to facilitate immediate communication between the various agencies and the UTCC. Establishing protocols and communications plans amongst all the stakeholders was a two-year process. Recognizing that some Game days in Markham were 19 hours in duration, York Region and City staff developed a comprehensive shift schedule to ensure appropriate coverage at the UTCC and York Region's Traffic Control Centre. Markham's Roads Department staff also provided ongoing road patrols of the GRN in the City to identify, report and respond to any issues as they occurred.

E) Post-Games Involvement

Moving forward, staff will continue collaborate with MTO and other agencies to monitor best practices in transportation, including the final report from MTO on Games Transportation Framework. MTO/TO2015 identified that they will apply the following 6 KPIs (Key Performance Indicators) to report performance of their Games-time transportation plan and implementation:

1. GRN Travel Time Reliability	Measure travel time for Games Clients on Games Route Network;
2. Transportation Demand Management & Communications (TDM&C)	Measure effectiveness of TDM&C in affecting behaviour change, including traffic reduction on key corridors and impact on overall customer satisfaction;
3. Transit Ridership	Measure effectiveness of Games-time conventional and specialized transit services in achieving spectator transportation objectives; assesses overall performance of transit network;
4. Mode Split at Venues	Measure mode split (spectators arriving by vehicle, public transit, cycling, walking, etc) and confirm pre-games mode split estimates;
5. Accessible Transportation Effectiveness	Measures usage and effectiveness of accessible transportation services to ensure Games accessibility objectives are met; and
6. Effectiveness of Incident Response	Measure UTCC ability to respond to incidents and effectiveness at collaborative decision-making.

Fire Services

The Markham Pan Am Centre received an approved Fire Safety Plan in 2014, and required a second plan to reflect Games-time seating reconfiguration, which nearly doubled seating capacity in both the gymnasium and pool zones. TO2015's plan for exterior set-up of vendors also required planning consideration against fire route and water access. Additionally, Angus Glen Golf Course required a fire safety plan factoring Pan Am Games layout considerations. Fire safety plans for both venues were developed, venue readiness training was conducted in consultation with the Fire Marshall, including EOC exercises, and Fire Services provided onsite fire prevention staffing during the Games which was covered by the Fire Services Agreement and funded by TO2015. Staff submitted the MSA to PPAGS for cost recovery of these additional fire services.

Summary/Outcome: During the Games, there were no fire safety issues at the venues. Markham Fire Services attended one call at a Games site (vehicle fire at offsite spectator lot), which was quickly addressed.

Emergency Operations Centre & Markham Command Centre

Markham's Emergency Operations Centre was engaged into Games readiness. For the Games, our EOC was renamed Markham MCC – "Municipal Control Centre" – as the purpose and intent wasn't emergency response or operations, but proactive monitoring and communicating with TO2015 Main Operations Committee (MOC), Provincial Emergency Operational Centre (PEOC), York Region Transportation Operations Centre (YRTOC) and York Regional Police Command Centre for the Games.

To ensure Games readiness, Markham participated in the Games Provincial Integrated Exercise Program (IEP), which consisted of three progressively complex exercises involving municipal, provincial, federal and Games partners in October 2014, November 2014 and April 2015. Markham's Emergency Preparedness Coordinator participated in the design team for exercises, and Markham staff participated in the exercises. Engaged staff include Emergency Preparedness; Fire and Emergency Services; Operations; Recreation; and Corporate Communications.

Markham MCC operated during the final functional exercise entitled "Celebratory Spirit" which ran from April 14 to 16, 2015, and featured staff preparing real-time responses to the simulation to advance training and awareness. The City also operated Markham MCC on Torch Relay Day (June 27) and during Pan Am and Parapan Am training and competition days in Markham from 7:00 to 22:00 daily, with 24-hour access to the MCC Duty Officer. Through the exercises and real-time operations, MCC validated inter-operability of Games Command and Control roles and responsibilities, Operational Plans and Procedures, Information Sharing / Situational Awareness plans and processes, and Communications Management plans and procedures.

Summary/Outcome: MCC Daily Reports were prepared and shared with key partners. There were no issues of significance or lasting concern in Markham. There were only minor matters without incident – such as heat advisory (humidex 42), storm/lightning watch, short but aggressive rain fall, and a minor fire in parked vehicle in spectator lot. MCC successfully applied a monitoring and reporting program without incidents of material nature. Any reported matters were quickly addressed, resolved or concluded.

Separately, Games Security was the responsibility of the Integrated Security Unit (ISU), which consisted of police services from Durham, Halton, Hamilton, Niagara, OPP, Peel, RCMP, South Simcoe, Toronto, and York. The City is not aware of any matters of security concern for Games activities in Markham. The City benefited from having ISU representatives from York Regional Police (YRP) engaged into our Planning Committee and other working committees. Planning input and services from all YRP was deeply appreciated. Acknowledgement and thanks to YRP representatives who served on City of Markham committees is contained in Appendix A.

Municipal Designation Program – Games Branding on City/Public Assets

As part of our Memorandum of Understanding for being a Games partner, Markham was expected to provide “branding of the Games”, that being visual identifiers of being an Official City for the Games, within the community.

The major component issued by TO2015 to municipalities for “branding of the games” was a street banner program. During a municipal briefing session on April 17, 2015, the TO2015 Organizing Committee reported that the majority of host municipalities were participating in the street banner program, including Ajax, Caledon, Hamilton, Markham, Milton, Minden Hills, Mississauga, Oshawa, St. Catharines and Toronto. TO2015 provided the approved artwork and a recommended Toronto-based supplier. Markham pursued a competitive quote process which resulted in the City selecting a Markham-based supplier who produced the banners with TO2015 approved artwork at preferred pricing. Just over 280 double-sided vinyl banners of varying sizes to accommodate different street pole sizes were installed along the Games Route Network and significant commercial areas – along Highway 7, Main Street Markham, Main Street Unionville, Yonge Street and Enterprise Boulevard – as well as outside the Markham Civic Centre. The City would like to acknowledge The Remington Group, a developer in the Downtown Markham area with facilities along Enterprise Boulevard, for contributing \$7,500 toward the banners cost.

Also, with TO2015 approval, the City installed a new tab on the City Entrance Population Signs which read “OFFICIAL CITY 2015 Pan Am/Parapan Am Games”. Further, as the “birthplace” of PACHI, the international mascot for the Games, the City added a temporary PACHI decal to some of the City Entrance Population Signs.

Another highly visible Games branding was having “VIVA PAN AM” messaged displayed in two carpet gardens using the Games brand colours – one on Highway 7 directly outside the Civic Centre and the second on Highway 48/Markham Road at Steeles. These garden beds are annually planted, so the switch in messaging represented minor additional cost, less than \$1,000. The City also applied Pan Am Official City magnets to 35 City fleet vehicles at a production cost of \$665, meant as a roving billboard for the Games. Based on TO2015’s commercial rights agreements, these magnets were only applied to Chevrolet vehicles.

Summary/Outcome: The City’s entrance ways, major thoroughfares, the Civic Centre, and Games Route Network leading to the Markham Pan Am Centre featured Games branding, installed per the Municipal Designation Program. There were other instances of Games branding, marketing and communications, as outlined in the Marketing section.

COMMUNITY ACTIVATION

As an Official City for the Games, the City was expected to contribute develop and implement a community activation strategy to bolder resident awareness and engagement into the Games, and create opportunities for lasting legacy impact.

On April 13, 2013, the City of Markham hosted a community engagement workshop entitled “Catch the Pan Am Spirit: Create the Markham Experience”, during which nearly 100 representatives from sport, culture, business, agencies and city staff provided input that laid foundation for the community activation strategy.

From this open forum, staff prepared a report to capture the input, ideas and discussion, which was presented to Council, upon which, in September 2013, Council approved the formation of a community driven advisory committee.

Through Council recommendations and community consultation and input, the Markham Pan Am Host Advisory Committee was struck and inaugural meeting held on December 9, 2013. At the outset, the intent was to operate as Host Advisory Committee with a Legacy and Community Engagement Subcommittee. However, based on community recommendation and with Council approval in June 2014, the Host Advisory Committee and Legacy Committee merged together to form a larger leadership team.

The outcome was a multi-sectoral leadership team consisting of City representation along with 20 business and community leaders, with Mayor Scarpitti as Chair and Elizabeth Plashkes as Co-chair – see next page for committee membership. The Host Advisory Committee outlined the strategy, direction and budget for community activation.

Strategic Plan

The Markham Pan Am Host Advisory Committee defined the following strategic imperatives for the community activation plan, which Council accepted via Report in June 2014:

Vision Statement: Inspire and engage our community by celebrating our diversity a shared passion of sport and culture.

Mission Statement: As a 2015 Games Official City, we will:

1. Provide Canadians and our international guests with a once-in-a-lifetime opportunity to experience why these Pan Am competitions are truly “the Peoples Games”;
2. Showcase the strength of Markham’s rich and diverse cultural communities to all participants and audiences, generating a sense of pride and accomplishment in this shared experience;
3. Ensure the event highlights Markham’s high quality of life, the strength of its businesses, the economic opportunities in our region and our steadfast commitment to protecting and improving our natural environment; and
4. Create and sustain a social, economic and sport legacy through community engagement.

Goals/Key Deliverables:

- Define resident, business, tourism marketing and engagement requirements, with a focus on school activation;
- Showcase Markham and Pan Am cultural celebration, and create a lasting legacy;
- Bring together Markham sport community in Pan Am activation, with a lasting legacy;
- Plan and Deliver One Year Countdown Event – July 13 2014;
- Plan and Deliver Games-time Festival – July 11-19, 2015; and
- Identify and secure sponsorships to help us deliver a community activation plan at Gold Level.

Expected Outcomes/Success Factors:

- Raise awareness of the Games by residents;
- Build community involvement for Markham Pan Am ticketed events and associated community events across all residents, businesses, youth as well as visitors;
- Increased numbers of volunteers in Markham;
- Enhanced reputation as a sport destination city, evidenced through bookings and media coverage; and
- Raising the international profile of Markham.

Markham Pan Am Host Advisory Committee Membership

Community Representatives:

1. Elizabeth Plashkes – Co-chair
 2. Bernie O’Neill
 3. Bill Crothers
 4. Brad Morris
 5. Brian Kevens
 6. Cailey Stollery
 7. Colin Wood
 7. David Black
 8. Deb Jestin
 9. Nancy Bodi
 10. Mary Pan
 11. Pat Horgan
 12. Randy Pettigrew
 13. Richard Cunningham
 14. Rob Kadlovski
 15. Ron Anderson
 16. Wayne Emmerson
- 2013/2014 Members:
17. Angela Zigras
 18. Bill Fisch
 19. Derrick Stryker
 20. Emily VanderHeyden
 21. Judi McIntyre

Council & City Staff Representatives:

22. Mayor Frank Scarpitti – Chair
23. Councillor Amanda Collucci – 2014/15
24. Councillor Alan Ho – 2014/15
25. Councillor Carolina Moretti – 2014
26. CAO Andy Taylor
27. Commissioner Brenda Librecz

Supporting Staff to Host Committee:

- Activation Team Lead Laurie Rose
- Recreation Director Mary Creighton
- Communications Director Dennis Flaherty
- Culture Director Moe Hosseini-Ara
- Theatre Manager Eric Lariviere
- Economic Development Manager Christina Kakaflikas
- Committee logistics Brieanna Gabbard and Allision Quanchan

Subcommittees

To implement the community activation plan, including the identification of tactics and required budgets, the Markham Pan Am Host Advisory Committee established eight subcommittees, each which was chaired by a member of the Host Advisory Committee, as listed below. Each Subcommittee Chair was able to engage additional members or consultation partners for their subcommittee. The full membership for the subcommittees is listed in Appendix C. Subcommittee Chairs were required to table their action plan and budget requests for approval by Host Advisory Committee.

Through the culmination of Host Advisory Committee and the eight subcommittees, a multi-pronged activation plan requiring a \$600k budget was developed, and which received Council approval in June 2015.

1. Strategy Activation – Deb Jestin
2. Cultural Development/Legacy – Mary Pan
3. Events – Judi McIntyre (2014 1YC), Nancy Bodi, Eric Lariviere (2015 Globalfest), Laurie Rose
4. Marketing, Tourism and Business Development – Angela Zigras (2014), David Black
5. School Activation – Deb Jestin
6. Sponsorship – Cailey Stollery
7. Sport Development/Legacy – Ron Anderson
8. Volunteers – Derrick Stryker (2014 1YC), David Zambrano, Laurie Rose

Subcommittee Deliverables for Community Activation:

Strategy Subcommittee

- Chair: Deb Jestin
- Members: Brenda Librecz, Laurie Rose, Colin Wood

Chaired by Deb Jestin, the Strategy Subcommittee was responsible for capturing and presenting the mission, vision, objectives and outcomes presented above, by which all Host Advisory and subcommittees were required to inform and build their specific plans.

Cultural Development and Legacy Subcommittee

- Chair: Mary Pan
- 20 Members and Consultants: Helen Argiro, Cameron Bereznick, Sandra Bigioni, Margaret Birtch, Mark Caswell, Lynette Charters, Mahesh Chokshi, Rueben Esguerra, Cate Falconer, Jamie Gaughan, Diane Hallquist, Cathy Jackson, Ed Jackson, Lisa Lauriault, William Lottering, Kevin Merkle, Kehinde Rainford, Myra Willis, Steve Vieira, Rashmi Swarup
- Staff: Moe Hosseini-Ara, Laurie Rose, Eric Lariviere, Ange Friesen, Elizabeth Myers

The Cultural Development and Legacy Subcommittee established their mandate as follows, which was approved by Host Committee:

- Outreach with cultural/arts organizations to undertake Pan Am related activities in their existing programs/areas of focus
- Create opportunities/cultural activities to grow community awareness/cultural activation for Pan Am Games coming to Markham
- Engage youth in Pan Am themed cultural activities as a lead-up to, and during, the Games Support other Markham Pan Am Committees with ideas/inclusion of cultural consideration, eg. Events Committee hosting Festival of the Games
- Seek to include Markham/York Region arts and culture into TO2015 programming
- Create a lasting cultural tribute/legacy to the Pan Am Games having taken place in Markham, including support City efforts to secure public art
- Maximize committee member networks to realize opportunities and delivery of Markham Pan Am Cultural Planning

The Cultural Development & Legacy Subcommittee delivered, supported or promoted these five initiatives:

- 1. Youth Drumming Project:** From April to July 2015, 87 students from five Markham schools, (four elementary and one secondary school) along with eight teachers were volunteer-recruited by two contracted artists. Working together as a new musical group, they trained through a series of rehearsals and conducted performances on Main Street Unionville for Pan Am Torch Relay and as part of the Opening Ceremony for Globalfest. The artists, students and supporting teachers conducted a visually stunning and sonically powerful performance consisting of synchronized drum beats, percussion, body movement and vocal chants celebrating the theme of the Games, “United We Play”. The Host Advisory Committee’s approved \$15k for this program from sponsor donations to cover the artist fees, bussing costs and PACHI thank you gift to the students. Shirts for the students were donated by a local business, Old Firehall Confectionary. This project is now fully completed.
- 2. Grelfie – a community art project:** The name “GRELFIÉ” was coined by a member of the Culture Subcommittee, building on the concept of compiling “selfie” photos into a “group selfie” photo. Photo collage projects of this nature have been undertaken before, such as NASA’s Global Selfie photo collage with 32,000 images and another project underway by a Canadian artist aiming to take photos of 54,000 Canadians (or 0.15 percent of Canada’s population) to commemorate Canada’s 150th birthday, which he intends to compile into a national mosaic. The sense is that these Games greatly represent the excellence of individuals and also the cohesion of our community and the communities of the Americas coming together. An article[‡] in *imediaconnections publication* called ‘selfie marketing’ an effective way for marketers to support something people are already doing and integrate into conversations in authentic ways with a strategic purpose. Thus, the GRELFIÉ Campaign was launched. An adjunct to GRELFIÉ was the FIND PACHI Campaign to create greater profile and direct Games resonance within Markham. FIND PACHI posters were installed in public locations across the community. Thus, any photos submitted for GRELFIÉ or FIND PACHI will be used in Markham’s mosaic to celebrate the Games. The contest was slated to close in September, but at the last Host Advisory Committee meeting, an extension until November 27 was requested to accommodate Markham Life Fall Issue which features a Pan Am Legacy section. For next steps, Corporate Communications staff will compile all images, and Culture Department staff will plan an output composition reflective of the Games to install at the Markham Pan Am Centre as a community-driven cultural legacy of the Games.
[‡]www.imediainconnection.com/content/39318.asp?imcid=nl#multiview
- 3. Markham Arts Council – Pan Am Information Night:** On April 24, Markham Arts Council co-hosted an information night on the Pan/Parapan Am Games and Globalfest as a means to engage local artists on the Pan Am Games and related opportunities such as showcasing their art at the street festival.
- 4. Creative Photographer Markham (CPM) – Online Photo Challenge:** CPM launched an online photo challenge in May 2015 called “*Get into the Pan Am/Parapan Am Spirit*”. All Markham photographers were invited to share photos that represent an aspect of Pan America, through the perspective of Culture, Sports, Arts and Geography. All other photographers were invited to comment on other photos posted to start a Pan Am photos dialogue.
- 5. Markham Teen Arts Council (MTAC) – Juried Photo Contest:** Billed as “*MTAC Photography Showcase, Inspired by Pan Am 2015*”, youth photographers were invited to showcase personal photography with a Pan Am theme at the Varley Art Gallery on May 3. The event was energetic with a live band, juried contest, and the Markham Pan Am booth and team were onsite.

Staff also led several cultural programming initiatives related to Pan Am, including:

Public Art - The City's Culture Department working with Public Realm and external partners delivered Pan Am themed street art and traffic control box wraps to have physical presence during the Games and provide a lasting legacy in the environs surrounding the Markham Pan Am Centre. The art was created by Unionville High School (UHS) students under the mentorship of the school's Visual Arts Department Head in consultation with Forge Collective. The students created Pan Am designs as well as designs for Markham's heritage districts. Below is a description of the designs, paraphrased from the student submissions.

A) *Public Art via Street Stencils*

- Pan Am Sport Representation: Design of 3 badminton birdies appear large and whimsical, and reference the *passion and power that athletes exert* in training and competition.
- Pan Am Cultural Representation: Design of 4 birds from across PASO regions. The intersection, crosswalk and birds are a metaphor for the trans-America migration of the athletes and spectators to the GTHA and uniting for the Games.

B) *Public Art on Traffic Control Box Wraps*

- Heart with lub dub (heartbeat): Presents elements of the Markham Pan Am Centre, where sport and sportsmanship is developed, with lub dub heartbeat connecting to athletes and community, complimented with a scoreboard that portrays the 41 PASO Nations.
- Birds with Red Ribbons: Different species of birds from the Americas with ribbons uniting and connections across the countries, and an open sky for infinite potential to reach dreams, onwards their dreams. Design conveys that sport has the power to bring people together.
- Torch: Using the torch, a symbol of journey and passion, for the athletes and nations, with connecting ribbons, and athlete figures playing their individual sports.
- Flowers and Figures: By showing blooming flowers, associated with renewal and growth of life/strength, the figures represent interconnection and bringing event to life.
- Gears: Various size and colours of gears and cogwheels symbolize relationships, interconnection, people of all ages and ethnicities needing each other for unity, peace, happiness, success - just like the Games bring athletes and spectators together.
- Heritage Maps: Markham map, with snapshots of different historically significant buildings from across the community, symbolizes the rich heritage of Markham.

The following community members are to be thanked for advancing Markham's public art/public realm:

- UHS Visual Arts Department Head Shane Clodd
- UHS Student Artists: Yuki Cao, Nancy Yuan, Abbie Siu, Morgan Potter, Taryn Henry-Prospere, Joyce Liu, Jimmy Hung, Jeremy Chan, Mitsuki Zhang, Christopher Chiu, Karen Lee
- Project Consultant: Laurence Roberts, Forge Collective

C) *Public Art inside Markham Pan Am Centre*

Post-Games, with TO2015's "bump out" of the Markham Pan Am Centre now completed, staff are conferring with another local high school - Bill Crothers Secondary School - to create public art for inside the Markham Pan Am Centre.

Summary/Outcomes: Through public art, utilitarian objects were turned into pieces of art. The traffic box wraps and street stencils were installed and official unveiled in June, at which time the contributors were acknowledged with certificates of appreciation at a press conference. Cost and design information on the pending sport themed public art inside the Markham Pan Am Centre, will be presented in due course of art development.

As well, the City's cultural venues and Markham Public Library each offered Pan Am themed programs:

Sport Exhibit – Markham Museum opened a sport-themed touring exhibition called *“The Perfect Match: Science vs. Sport”*. This participatory exhibition, which opened on Torch Relay Day, June 27, and will remain open to the public until January 2016, explains in an interactive forum how science and technology have contributed to sports performance. Markham Museum added local flavour to the touring material by featuring local athletes and community artifacts as part of the installation. Staff applied for and received a Government of Canada grant, and also earned “Ignite Status” from TO2015, to host this exhibit.

Speaker Series, Culinary Experience, Informance, Poetry Event – Markham Public Library organized a series of Pan Am/Parapan Am related speakers and performances to share education and celebration on the cultures and countries who participated in the Games. Over a series of different events, residents were invited to taste the flavours of Pan Am, dance to its rhythms, hear how one elite athlete has built a life after professional sport, and cheer on competitors in a Pan Am Poetry Slam. All events received Ignite status.

- *May 28 – Speaker Series: Winning at Another Game* - Olympic athlete Julia Wilkinson shared athletes perspective
- *June 10 – Taste of Pan Am - Gastronomic Tour* - Explore the culture of Pan Am through taste - take a gastronomic tour of the 41 Pan Am countries and taste for yourself with the cooking demonstration
- *June 13 – Poetry Event: Pan Am Slam* - It's not just athletes who get to compete this summer - local poets battled it out in this literary showdown.
- *June 13 – Pan Am Arts & Crafts* - Children participated in free Pan Am themed arts and crafts.
- *June 24 – Latin Fusion Informance* - Residents were invited to experience the music of Latin America with musicians Farrucas, and shared rhythms, instruments and stories.
- *Ongoing – Play It Pan Am Photo Booth* - MPL staff
- also joined several Pan Am events with their “Green Screen Photo Booth” which, using CSO (colour-separation overlay), enabled the MPL team to take a simple photo of a resident and then overlay the resident into a Pan Am scene – such as being with PACHI or playing a sport.

Cultural Performances – Flato Markham Theatre's 2014-15 Diamond Series and Discovery Program presented with a Pan Am focus. The official season program, along with many supporting media articles, carried the connection of the performance to the Games. There were 48 productions in 60 performances as part of the Diamond Series and 20 school performances and 12 educational and outreach activities as part of the Discovery Program. Artists and productions presented cultural influences from many countries and regions of the Americas, including Chile, Brazil, Argentina, Guyana, Colombia, Uruguay, Cuba, Jamaica, Hawaii, Puerto Rico, America and Canada. Highlights included legendary jazz pianist Chucho Valdez, musical production *Amigas!* by Liz Alfonzo Dance Cuba, from South America/Chile, a week-long residence with legendary music ensemble Inti-Illimani, and Caribbean influence dance-theatre production “Gimme One Riddim”. From the USA, Bela Fleck, Jake Shimabukuro, Ricky Skaggs, and Canadian legends Jim Cuddy, Randy Bachman, Sultans of String and La Bottine Souriante were also on the stage. Theatre staff was critical for the delivery of Globalfest, and worked in collaboration with the TO2015 Organizing Committee on some of the talent bookings and in shared artist travel cost. **Summary/Outcome: 30,203 people attended the 14-15 Diamond Series, and over 6,500 attended and/or participated in the various Discovery activities.**

Art Appreciation – The Varley Art Gallery aligned 2015 Summer Camps Program to include Pan Am themes, which engaged hundreds of youth and children. The Gallery also hosted participatory “art in the yard” events in support of the Games, encouraging people of all ages to create Pan Am themed arts and crafts. **Summary/Outcome: The City's cultural venues and libraries all activated Pan Am themed activities.**

Events Subcommittee

The Events Subcommittee had a mandate to:

- Plan and execute the One Year Countdown Celebration – July 13, 2014
- Plan and execute the Markham Games-time Festival which will take place on Main Street Unionville, just outside the Markham Pan Am Centre – July 11 to 19, 2015
- Support the City in delivery or promotion of other Pan Am related events:
 - Official Opening of the Markham Pan Am Centre – November 23, 2014
 - Pan Am Day in Canada with 11 Markham celebration sites – June 13, 2015
 - Torch Relay with 14 community stops and activations – June 27, 2015
 - Other community events where possible

Events Subcommittee and Host Advisory Committee members, with City staff and an extraordinary crew of volunteers, and two summer students in 2014 and one summer student in 2015 supported by grants from the federal Canada Summer Jobs program, conducted extensive community outreach. Using a Markham Pan Am branded booth and hand-out materials that were updated per priority messaging or event, the team engaged thousands of Markham and York Region residents in the year leading up to the Games and during the Games at over 120 different events and community outreach occasions. See Appendix E for the Markham Pan Am/Parapan Am events and community outreach.

Of these 120+ community events and meetings, five of the highest profile events included the One Year Countdown (July 13, 2014), Markham Pan Am Centre Official Opening (November 23, 2014), Pan Am Day in Canada (June 13, 2015), Torch Relay Day (June 27, 2015) and the Games-time celebration Globalfest (July 11 to 19, 2015).

One Year Countdown Celebration – July 13, 2014

- Chair: Judi McIntyre
- Steering Committee Members: Elizabeth Plashkes, Ron Anderson, Diane Kobelansky, Derrick Stryker, Christine Matthews, Mary Pan, Ed Joaquin, Shauna Plodonsky
- Staff: Andrea Conlon, Janis Cookson, Dennis Flaherty, Laurie Rose

The One Year Countdown Celebration, a one-day street festival that took place directly outside the Markham Pan Am Centre on Enterprise. The Events Subcommittee and staff prepared a site layout and entertainment/activations plan which featured a First Nations Drum Dance, Latin Jazz Singer-Songwriter and TO2015 Ambassador Amanda Ambassador, Justin Hines, Los Moralitos Latin Band with Canada Dance Sport National Dance Team, Destiny Band, Chinese Cultural Arts Dancers, Youth Drumming Team, Rhythmic Gymnastics Performance. The event day and timing competed with FIFA World Cup Finals, so the event included a FIFA Viewing Zone, along with soccer, cricket, golf, table tennis, badminton try-its. There was also rock-climbing, inflatable horse derby, street animation, and 43 booth vendors. This festival was a strong kick-start to our Markham Pan Am Volunteer Program, successfully piloting recruiting, training and activation plans with 100 volunteers.

Summary/Outcome: Over 3,000 residents attended, including many inquiring about the opening of the Pan Am Centre, and the Markham Pan Am Volunteer Program was kick-started with 100 people, which grew to over 1,000 within the year.

Markham Pan Am Centre Official Opening – November 23, 2014

- Staff led.
- Steering Committee: Janis Cookson, Mary Creighton, Karen Evans, Dennis Flaherty, Emma Girard, Enzo Greco, Yvonne Lord Buckley, Laurie Rose, Diane Samek, Susan Stiles, David Zambrano, Markham Pan Am Centre Staff

The purpose of the Markham Pan Am Centre official opening was to raise community awareness of the Games, celebrate and showcase our new world-class facility, and engage and inspire sport and cultural groups and residents of all ages into using the facility. Our target was to attract 1,000 attendees. To appeal to all ages and interests, we developed a program with activities, sports, entertainment, and partnered with several local organizations. This included free children's activities and crafts zone in the multi-purpose rooms, an array of sport demonstrations and try-its (badminton, table tennis, basketball, gymnastics) in the gymnasium and water polo and synchro demonstrations and free swim in the pool. The event promised (and delivered) "Markham's biggest pool party", inviting everyone to jump into the Olympic size pool. We also offered three different music groups providing live entertainment that celebrated Latin, Caribbean and Classical music, we engaged two different arts presentations from Bill Crothers Secondary School students and Markham Arts Council, and we shared small bite samples from Americas cuisine, including securing a catering donation from a local business. Community support was very strong with donations of time, skills, energy and products from food services to sport groups to musician performances to artist groups. We also engaged PACHI and his 4 creators, and offered a free small PACHI give-away to the first 1,000 attendees to celebrate the fact that PACHI, the international mascot of the Games was born in Markham. Joining the official opening ceremony was First Nation Dancers, Community-led Parade of PASO Nations Flags, representatives from TO2015 Organizing Committee, Federal Minister of State for Sport, Provincial Minister with Responsibility for Culture and Sport, TO2015 Chef de Mission, and athletes like Team Canada Water Polo player Christine Robinson who supported the Centre's ground breaking event two years prior. This event proved another great forum to advance our Markham Pan Am volunteer program, with over 100 volunteers, helping manage the large crowd and extensive activities.

Summary/Outcome: Over 3,000 residents attended, far surpassing our target, resulting in Markham's largest ever community centre grand opening, and engaging 100 volunteers into Markham Pan Am Community Activation

Pan Am Day in Canada – June 13, 2015

- Staff led.
- Chair: Heather Atherton
- Steering Committee: Janet Beatty, Ange Friesen, Shawn Hermans, Karen Hugh, Portia Lee, Yvonne Lord Buckley, Chantel MacDonald, Diane Macklin, Marsha Mariani, Elizabeth Myers, Claire Nicholson, Carolyn Thompson, Adrian Wong

Pan Am Day in Canada was a national movement to raise awareness and excitement for the Games, and Markham was an active supporter. We hosted sport demonstrations and try-its (badminton, table tennis, water polo, fencing) along with sport and cultures face painting and crafts across nine venues: 1. Angus Glen Community Centre & Library (CC&L), 2. Armadale Community Centre, 3. Centennial Community Centre, 4. Cornell CC&L, 5. Markham Village Library, 6. Milliken Mills CC&L, 7. Thornhill CC&L, 8. Thornlea, 9. Unionville Library, and Varley Art Gallery. There was a kick-off ceremony at Angus Glen CC&L. Later in the evening, Angus Glen Library hosted the Pan Am Poetry Slam.

Summary/Outcome: Over 1,000 residents participated in Pan Am related sports and activities as a warm-up to the Games.

Markham Torch Relay – June 27, 2015

- Staff led.
- Chair: Lori Wells
- Committee, including York Region representatives: Lorie Brodie, Sylvia Cai, Daryl Clemance, Christine Matthews, Elisabeth Meshner, Dr. Ken Ng, Mary Pan, Jim Sandiford, Tammy Secko, Suzanne Smoke, Cailey Stollery, Leslie Summers, Mike Zenteno, Colin Stevenson, Saad Ghassan Saad, Greg Brady, YRP
- Staff: Phil Alexander, Heather Atherton, Maria Cardozo, Janice Carroll, Dave Decker, Portia Lee, Cathy Molloy, Niamh O’Laughaire, Dave Porretta, Laurie Rose, David Zambrano

The Markham Torch Relay event was organized by Staff working directly with the TO2015 Organizing Committee. Given Markham’s Gold Level Community Status, the Pan Am Torch Relay ran full a full day in Markham. Thus, the full day route was planned to maximize resident reach in high traffic locations with 14 community stops, culminating in a major community celebration at Markham Civic Centre. We produced our Markham Civic Centre celebration site in partnership with Suzanne Smoke, Indigenous Coordinator for Pan Am Powwow 2015 and Indigenous Coordinator Canadian Aboriginal Pavilion Plains 2015 to organize a Pan Am Powwow in Markham and also in conjunction with Markham Rotarian’s for their annual Ribfest. The Pan Am Powwow and Ribfest events are self-funded and did not require additional costs, outside of what was being planned for the Torch Relay activities. Local organizations and businesses were engaged in planning the route and activities, including JoyRide 150, CIBC, Markville Shopping Centre, Angus Glen Golf Course, Unionville BIA, Markham Village BIA, and Taste of Asia organizers. Representatives from the Government of Canada, Province of Ontario, City of Markham and TO2015 participated in the historic cauldron ceremony. Entertainment was presented by the City and also TO2015 Pan Am Torch Relay Lead Partners, the Ontario Lottery and Gaming Corporation (OLG) and President’s Choice. The day started off strong with a large crowd at the kick-off at Cornell Community Centre & Library. Regrettably, there were significant rains by mid-day which dampened outdoor audiences along the route, and caused the organizers of Powwow and Ribfest to cancel their activities hours prior to the ceremony start time. For the closing ceremony, all proceedings were moved indoors, and Markham Council Chamber was full for the ceremony and arrival of the final torchbearer, Markham-based Olympic hockey medallist, Gillian Apps.

Timing	Location	Activity
9:00am	Cornell CC & Library	Sport try-its, kid zone, family activities, Kick-off relay
10:55am	Main Street Markham	Farmer’s Market
11:20am	Markham Museum	Official Opening of “Science of Sport” Exhibit
12:30pm	Angus Glen Golf Course	Speeches, Community BBQ
1:30pm	Main Street Unionville	Varley Art – Craft Zone Millennium Bandstand – Youth Drum Performance
2:00pm	Markham Pan Am Centre	Photo Shoot with Athlete
2:20pm	Markville Mall	Entertainment, speeches
2:50pm	CIBC at Bullock/McCowan	Sponsor stop
3:10pm	Joy Ride 150	Training centre stop with BMX bikes
4:00pm	Milliken Mills Community Centre	Family activity zone
4:35pm	CIBC Taste of Asia	On stage transfer of Torch
5:20pm	Thornhill Community Centre	Sport try-its, family activities, photos with torch
5:30pm	Markham Civic Centre – Ceremony and activations <i>*Due to rain, PowWow organizers cancelled event and Retiring of the Flags did not occur.</i>	First Nations Welcome* Entertainment by Los Moralitos OLG Community Challenge Final Torchbearer Arrival Dignitary Speeches First Nations Retiring of Flags* Entertainment continues

Summary/Outcome: *Across the Markham route, there were 70 torchbearers, 14 organized stops, and estimated 10,000 residents in various spots throughout the day. Action: Determine if Pan Am Powwow, or some iteration, should continue in 2016 as a legacy of the Games.*

Globalfest – July 11-19, 2015

- Co-Chairs: Eric Lariviere, Nancy Bodi
- Programs Committee: Christianne Bristow, Mike Burns, Duncan Fletcher, Alex Karolyi, Glenn Marais, Sher St. Kitts
- Arts/Vendors Committee: Judi McIntyre (Chair), Naimh O’Laoghaire, Samantha Rodin, Michelle Tidball, John Tidball
- Steering Committee: Judi McIntyre, Elizabeth Plashkes, Chris McBride, Monica Pain, Andrew Rosenfarb, Olivia Bella, Emma Girard, Laurie Rose, Yvonne Lord Buckley, David Zambrano

Also as part of Markham being a Gold Level Community, Council approved hosting a Games-time celebration site, which Host Advisory Committee, Events Subcommittee, and staff shaped and delivered. The mandate was to create a celebration of multi-cultural experiences and influences of Americas and Markham through a variety of arts forms and events, fully accessible to Pan Am attendees and population of Markham and York Region. After deliberation of several approaches, Host Advisory Committee approved a nine-day multicultural street festival directly outside the Markham Pan Am Centre during the Games as the most viable and vibrant option. There was main stage entertainment, secondary stage entertainment, kids’ zone, street animations, food and craft vendors and a beer garden. The City also launched the Building Markham’s Future consultation survey at the festival. Over the nine days, the festival presented 96 shows, 715 artists, and 75 vendors. This is believed to be York Region’s largest and longest free street festival and successfully drew very large audiences for a first time event. Each day made special effort to focus on cultural appreciation of Markham and the PASO Nations.

Date	Theme	Time
Saturday July 11	South America & Caribbean Extravaganza	11am – 10 pm
Sunday July 12	South & Central America/ Caribbean, Fiesta Mexicana	11am – 10 pm
Monday July 13	The Best of Celebration of the Arts	5 pm – 10 pm
Tuesday July 14	The Best of York Region/GTA Indie/ Rock/Roots	5 pm – 10 pm
Wednesday July 15	Celebrate Markham Diversity: South Asia/India	5 pm – 10 pm
Thursday July 16	Celebrate Markham Diversity: Asia/China	5 pm – 10 pm
Friday July 17	Jazz & Roots Made in America: Louisiana/New Orleans	5 pm – 10 pm
Saturday July 18	I am Canadian	11am – 10 pm
Sunday July 19	Family Day/ Music of Hollywood	11am – 10 pm

Summary/Outcome: *The mandate to deliver a first-rate arts and culture event that appealed to diverse audience was achieved. Over 40,000 residents and visitors attended. There was significant onsite praise for the event and many requests that it be held again.*

Marketing, Tourism and Business Development Subcommittee

- Co-chairs: David Black, Angela Zigras (2014)
- Members: Grant Ivens, Rob Kadlovsky, Kagan Mustafa, Evelyn Ratcliffe, Colin Wood
- Staff: Laurie Rose, Dennis Flaherty, Christina Kakaflikas

Approved by Host Advisory Committee, the Marketing Subcommittee worked from the following mandate:

- Outreach/engage local businesses into Markham Pan Am (MPA) Games and the tourism/business opportunities of the Games
- Ensure residents are aware of Games and community celebrations - with particular emphasis on engaging youth
- Work with tourism agencies such as YRAC/Tourism Toronto/Central Counties to promote the Markham games and offer a superb customer experience to our visitors
- Provide advice on marketing tactics and channels, and assist in distribution of materials
- Draft Plan and Budget to achieve above, which would require approval by Host Committee

At the outset, the committee deliberated a mandate of also trying to reach Games visitors, but determined this as outside of scope and capability, thus they defined their target audience/stakeholders as:

- Markham residents/families
- Markham youth
- Markham businesses
- Tourism related organizations to reach tourists

Marketing Success

The subcommittee identified that success would be measured with the following factors:

- Large crowds at MPA community events (1YC, Building Opening, Torch Relay, Markham Pan Am Day, Festival during Games)
- Create economic spill-over opportunities for local businesses stemming from Markham as Host City
- Residents enjoy TO2015 Games experience, and have opportunity to enjoy "Pan-ania" by either attending events or community celebrations
- Visiting ticket holders do more than just attend Games, and depart with sense/appreciation that Markham is friendly city with great amenities

Any outside the venue media coverage of the city portrays city festivals/events in positive light

Outreach Plan

With these drivers for strategic imperatives, the marketing subcommittee developed a tactics plan to reach Markham and York Region residents and to engage local business community into the Games.

The committee's tactics plan defined a need for \$115k to \$120k budget, which Host Advisory Committee approved as allocated from the overall \$600k budget. Once the marketing plan was defined, the subcommittee handed responsibility to staff to complete tactics plan and execution. Staff advanced the committee's tactics plan by creating the fully articulated collateral requirements and the messaging calendar, and completing all copywriting and print and online assets for all campaigns, meeting notices and events.

Messaging focused on major events and landmarks including: Ground Breaking, 2YC, 1YC, Building Opening, Announcing Torchbearers, Torch Relay, Pan Am Day, Competitions, Globalfest, and Volunteer Recruiting. Events or campaigns were typically promoted using five to 10 communication channels (eg, email, newsletter, poster, postcard, EIB board, marquee messaging, newspaper advertisements).

- All **city-driven channels** were contented and continuously updated as programs and events evolved: markham.ca website, City's social media pages, electronic information boards, Markham Life magazine, theatre and community centre marquees, the large billboards outside the Markham Pan Am Centre, and interior Markham facility bulletin boards and counters featured with nimloks, A-frames, posters and take-away postcards . There were also information tables at key warm-up events like Pan Am Day in Canada. Working with Central Counties Tourism, a new **tourism-focused Markham map** was produced. This map was very well received by the Games visitors. **The City was responsible for training and booking Ambassadors at tourism booths inside both Markham venues** – Markham Pan Am Centre and Angus Glen Golf Course. Our ambassadors and the materials that promoted Markham and York Region venues were another effective promotions forum with visitors.
- Additionally, the City placed **advertisements** in local, regional and ethnic print and radio outlets, inserted event and campaign notices in the City Pages in Markham Economist & Sun, Thornhill Liberal, Markham Review, snapd, and social media advertisements. Some media outlets provided free placement and reduced rates.
- The City also booked **outdoor messaging** via mobile signs, main street banners, rail bridge banners and wind dancers. The City partnered with and extends thanks to York Region Transit for their support in installing street banners at the GRN gateway of Warden and Enterprise, and for providing free booking space on two buses for Globalfest advertisements. **Supporting partners** like IBM, Hilton Hotel and Monte Carlo Inn, the latter two where Games visitors could be expected to stay, onboarded the promotional materials. Promotional materials were also shared with BIAs and business outlets for cascade, including the TO2015 "Heart Pan Am" table toppers and window decals.
- Further, low cost **digital communications** were issued via eblasts, social media updates and the creation of a **PAN AM PROUD e-newsletter**, one version shared with City staff and a second version with a group called "Friends of Pan Am" – those who'd opted into email lists as events such as Canada Day and the Markham Pan Am Centre opening. **Videos** were produced to promote and celebrate the Games, Globalfest, Torch Relay and Markham Athlete Success.
- As well, targeted households received **mail drops** in cases of neighbourhood impact, e.g., Pan Am Centre official opening, Transportation Information Sessions and Globalfest. Globalfest home delivery expanded to all households across York Region receiving a 24-page full colour program with Games and festival information. The City also undertook a **buck slip** insert to all 80,000 Markham households in the June tax notice. As this notice was already being mailed, the only incremental cost was the buckslip, which is effectively one-third of a sheet of paper.
- The Marketing Subcommittee also launched the concept for **FIND PACHI** contest. This contest saw a series of PACHI posters, postcards pop-up across the community to encourage residents to share photos on social media, incentivized with a prize draw. FIND PACHI photo contest was meant as companion to GRELFIE photo contest to ensure barrier free participation. Results from both photo campaigns will feed into the community photo mosaic art piece, which will be a legacy of the Games. The campaign was supported with social media advertisements and eblasts. Acknowledgement is owed to local communities who donated the prizes for the contest: IBM Canada, Marca on Main Restaurant, Unionville Arms Pub & Grill Restaurant, Monte Carlo Inn and Suites.
- The Marketing Subcommittee also undertook a compelling **partnership with Seneca College**. Staff and committee members (some of who were Seneca College instructors) contributed to class presentations and class assignments to secure grassroots promotions for the Games and Markham events, as well as contribute coaching and feedback to the students on their assignments. An outcome of this was Seneca-student led activations on campus, social media posts from the student community, student created content on Globalfest artists for emcee speaking notes, and student produced videos.

- The Marketing Committee, led by local business leaders, was also tasked with connecting with the **local business community** to ensure the opportunity of the Games was shared with Markham business owners and operators. A series of BIA meetings and information sessions were organized, including a Fall 2014 session on procurement, marketing, merchandising opportunities, a Winter 2015 session on transportation impacts, a Games presentation to York Region business owners, and a Summer 2015 session on Tourism.

Summary/Outcomes: Based on the marketing subcommittee tactics plan, staff produced over 100 print and digital communication pieces to support the marketing plan. In response, Markham experienced strong attendance for our community organized Pan Am/Parapan Am related events. Our intercept interviews at Globalfest indicate that community-based marketing (billboards, banners, mobile signs) were an effective outreach channel. Further, as the Marketing Committee encouraged local businesses participation in procurement process, TO2015 has informally advised that 21 Markham businesses earned over \$1 million in TO2015 procurement contracts.

School Activation Subcommittee

- Chair: Deb Jestin
- Members: Elizabeth Plashkes, Ian Morrison, Dianne More, Lisa Bruce, Robert McCulloch, Bev Fairman, Carol Wildgoose, Meg Casbourn, Cathy Coker, Rona McKee
- Staff: Laurie Rose

The School Activation Committee was struck later in the process, in Fall 2014, with a mandate to create opportunities for Markham school children, via school outreach, to learn about the Pan Am/Parapan Am Games and Markham's role in hosting.

This committee benefited from representation from the York Region District School Board as well as community members-at-large and student, and delivered several key initiatives:

1. **Teacher Ignite Session** – A workshop was held at the Markham Pan Am Centre on April 14, 2015 to engage teachers, hold a train the trainer session and share activation ideas.
2. **Morning Message Program** – In keeping of 41 countries participating in the Games, the committee developed 41 messages, with interesting facts and figures about the games, that schools were encouraged to use as part of daily announcements, post on information boards or use within the classrooms.
3. **DPA Guide Converted to Pan Am Sports** – A teacher and students undertook to convert the Daily Physical Activity into Pan Am themed activities, producing their recommendations into a guidebook to share with all other teachers.
4. **Pan Am Play Day / Pan Am Day in Schools** – Based on the ignite ideas provided, several schools adopted “Pan Am Day in Schools” on Friday June 12, 2015 – including posting the special event on their marquee boards outside the school for broader community awareness. Other schools converted their end of year track events into Pan Am Torch Relay and Pan Am Play Day occasions.
5. **FIND PACHI in Schools** – At the Teacher Ignite Session, schools were provided with posters and postcards for the FIND PACHI contest and also the torch relay route.
6. **Pan Am Video** – We are grateful that the chair of the school activation committee, Deb Jestin, undertook to produce two Pan Am videos. The first video shared information about the Games at large and the events in Markham, and the second video focused on Globalfest. These videos were very well received, and it was added to markham.ca, youtube, the City's Electronic Information Boards, and also Downtown Markham opted to play it on their public video screens.
7. **School Board Website** – We provided Pan Am related content to the YRDSB for website uploads
8. **Pan Am Teachers Portal** – Our school committee chair, employed by the YRDSB, set-up a dedicated page for teachers to access the various Pan Am materials – presentations, DPA Guide, video.
9. **IBM Partnership** – We partnered with IBM Canada, a major local employer, to support the school outreach initiative. We hosted a “train the trainer session” with IBM employees, and in turn IBM employees acted as Games presenters in classrooms and in school assemblies on behalf of the Games. The IBM team was provided with hand-outs to provide to the children and schools.

Summary/Outcomes: Significant numbers of Markham teachers and students received educational opportunities about the sports and cultures of the Games.

Sport Development and Legacy Subcommittee

- Chair: Ron Anderson
- Members and contributors: Paul Birdsall, Bill Crothers, Vish Date, Brian Gordon, Clay Melnick, Brad Morris, Meg Stokes, Kevin Walker
- Staff: Mary Creighton, Janis Cookson, Laurie Rose

At the outset, the Sport Development and Legacy Subcommittee established their mandate as follows, which was approved by Host Committee.

- Engage and encourage local sport enthusiasts to attend Markham Pan Am events.
- Develop a model for a Markham Sport Hall of Fame, to recognize outstanding athletic performance and contributions, as a lasting legacy of the Games
- A stretch goal was set to develop a sports network to share leading practices and information in 2014/2015, but it was agreed that this activity could not be pursued until the Markham Sport Hall of Fame working model was completed, and therefore this was not activated during the subcommittee's term, and will now be undertaken by Markham's Sport Development Manager.

For outcomes over 2014/2015, the Sport Development Committee organized the sport activations at the One Year Countdown and contributed to resident awareness and support for Pan Am Test Events in 2014/15 as well as the Games.

The main outcome has been defining a framework for the MSHOF, which will stand as an important and lasting legacy of the Games. Markham has a long history of supporting sport development in our community. We have produced athletes and coaches who have been acknowledged on the national and international stage. The MSHOF will annually recognise and celebrate Markham residents who have excelled in, or significantly contributed to sport at an elite level. It will be located in the Markham Pan Am Centre and provide an accessible destination to celebrate and learn about outstanding sport achievement, to inspire today and future generations, and serve as a legacy of the world's third largest sporting event, where Canada achieved best-ever results, taking place in the GHTA and the City of Markham.

Council approved a report presented by staff on behalf of the Markham Pan Am Sport Development and Legacy Subcommittee that outlined the development of a Markham Sport Hall of Fame (MSHOF) on May 26, 2015. A public call for MSHOF Board of Director volunteers was published in September, and the process for selecting the Board of Directors is underway.

To deliver this project, Council approved on April 30, 2015, a recommendation by Host Advisory Committee that \$25,000 one-time allocation from Host Advisory Committee 2014/2015 operating budget (sponsorship funded) be used to kick-start the MSHOF in 2016. Thereafter, there is a requirement that MSHOF be self-sustaining.

Summary/Outcomes: Establish a MSHOF Board of Directors to develop a Markham Sport Hall of Fame in the Markham Pan Am Centre with inaugural induction to ideally take place by the end of 2016. Actions: Staff and Council to complete the Board of Directors selection process for the MSHOF.

Sponsorship Subcommittee

- Chair: Cailey Stollery
- Members: Mayor Scarpitti, Andy Taylor, Brenda Librecz, Laurie Rose

It was defined at the outset that costs related to Markham Pan Am community activations were to be covered by sponsorships and grant funding.

Therefore, a significant accountability for the Markham Pan Am Host Advisory Committee, under the direction and actions of the Sponsorship Subcommittee, was to secure corporate sponsorship that were without conflict to the TO2015 Organizing Committee's commercial rights and marketing expectations.

The Sponsorship Subcommittee mandate was:

- Consult with and solicit business and community leaders for sponsorship
- Raise community funding to cover Markham Pan Am Community Activation costs of \$600,000 through a mix of sponsorships, grants and partnership funding. City staff had accountability for submitting grant submissions.
- Confirm sponsorships received in accordance with TO2015 commercial rights expectations
- Ensure sponsorships received are reported, delivered and recognized as lasting legacy of Markham Pan Am Community Activation.

The Sponsorship Subcommittee exceeded performance target, securing \$480,000.

The City sincerely thanks Cailey Stollery for leading this committee, as well as all generous sponsors and funding partners. Refer to Appendix D for all financial and in-kind contributors.

Grants

- Chair: Brenda Librecz
- Members: Mary Creighton, Laurie Rose, Lori Wells

Also contributing to funding for community activation, staff prepared applications for grants and partnership funding from the Government of Canada, Province of Ontario, and Central Counties Tourism. Through six additional funding sources, staff secured \$157,000, which through the grant and partnership funding stipulations, was applied to the One Year Countdown, Torch Relay, and Globalfest events.

Summary/outcomes: Fundraising targets were exceeded, which financially enabled the community activation plan.

Volunteers Subcommittee

- 2014 1YC Chair & Members – Deryk Stryker, Natalie Wong
- 2015 Chair & Members – David Zambrano, Laurie Rose, Nicole Goncalves

Volunteers were a key component of our community activation strategy for Pan Am/Parapan Am outreach and events. There were two different ways to volunteer for the Pan Am/Parapan Am Games and activations:

1. Volunteer within TO2015 Games venues, including Angus Glen Golf Course and Markham Pan Am Centre: This process was entirely led by TO2015 Organizing Committee. They required volunteers to work at least 12 shifts over 18 Pan Am days or 6 shifts over 9 Parapan Am days, and sought language skills (English, French, Spanish, Portuguese). Becoming a volunteer for TO2015 required an online application on www.toronto2015.org website, an online interview and then security clearance.
2. Volunteer at Markham Pan Am/Parapan Am related community events and celebrations: This process was led by the City of Markham. Criteria included minimum age of 14, providing a VSS (police check form), attending Markham's general volunteer training and Pan Am specific training, and committing to a minimum two hour shift at any Pan/Parapan Am related event.

This Volunteer Subcommittee was dedicated to helping residents secure opportunities most suited to their interests. For those seeking to volunteer with Markham Pan Am events, our overall volunteer management program included recruiting, defining responsibilities, training, supervising and retaining of volunteers for repeat support, as well as providing documents for vulnerable sector screening and community involvement hours for Markham Pan Am related events. Training included Games information, customer service information, and policies and practices related to workplace safety, diversity and inclusion. To support the Community Activation Strategy, the City piloted an online Volunteer Management Database. The City also conducted focus groups and satisfaction surveys to secure volunteer feedback.

The overwhelming support and commitment of the volunteers was incredible. A volunteer thank you event was held at Centennial Community Centre on September 26, 2015. The budget for Volunteers Subcommittee was \$15,000 to cover event refreshments, identifying apparel (tshirts, ball caps, buttons) and recognition.

Games-time Outcome: From June 2014 to August 2015, 460 volunteers provided 8,700 hours of their time, energy and skills to Markham Pan Am related events. Markham Pan Am volunteers were representative of all ages, backgrounds and abilities. Executing large-scale events like Globalfest, Torch Relay and One Year Countdown would not have been possible without volunteers.

Legacy Outcome: As part of the Pan Am activations, Markham trained over 500 volunteers on Games readiness, accessibility, inclusion, customer service and health & safety policies – knowledge which these volunteers can carry forward. The pilot software has been identified as a success tool in engaging volunteers and creating a consistent volunteer experience. Staff is working to expand the software, training and communication materials across all City Departments. Staff are also capitalizing on the strong group of Markham Pan Am Volunteers with other volunteer opportunities. An incredible 1,260 people registered on the Markham Pan Am Volunteer database. The processes and learning from Markham Pan Am Volunteer Program are a legacy of the Games.

Community Activation Budget

It was defined at the outset that costs related to Markham Pan Am community activations organized by the eight subcommittees were to be covered by sponsorships and grant funding.

Therefore, a significant accountability for the Markham Pan Am Host Committee was to seek corporate sponsorship. Based on action plans from the subcommittees, the Host Committee approved an operating plan and budget of \$600k.

The Sponsorship Committee succeeded in fundraising targets. The City sincerely thanks all of the generous sponsors and funding partners, and special thanks to Chair Cailey Stollery. Refer to Appendix D for the list of financial and in-kind contributors.

In consequence, the Host Advisory Committee proceeded with the three-year budget and operating plan for 2014/2015/2016.

2014/2015:

- \$15k – Culture Subcommittee – Youth Drumming Project – bussing and artist fees to engage 80+ youth from five different schools into a series of practice and performance sessions
- \$425k – Events Subcommittee – production and entertainment for all events, including One Year Countdown Celebration, Torch Relay, and 9-Day Globalfest
- \$115k – Marketing, Communications, Business/Tourism Subcommittee – outreach meetings, advertising, printing, merchandise (sticker/tattoos) etc to reach residents, businesses and visitors
- \$0 – School Subcommittee – materials and hand-out costs included in Marketing Subcommittee
- \$0 – Strategy Subcommittee
- \$15k – Volunteer/Sponsor Subcommittees – t-shirts, food/water, training, recognition for volunteers and sponsors

2016:

- \$25k – Sport Committee – inaugural Markham Sport Hall of Fame – funding for first year only
- \$10k – Culture Committee – Pan Am Public Art Community Grelfie Project

Final invoices and reconciliations are ongoing. All costs will be covered by the fundraising efforts of the Host Advisory Committee and the grant and partnership agreement submissions completed by staff.

In addition to Host Committee Community Activation Plan, the City completed the Municipal Designation Program for “look of the Games” requirements as an Official Games City. A budget allocation of up to \$100k was approved for these assets:

- Street Pole Banners – banner printing and installation
- Population sign tabs and decals
- Fleet decals
- Billboard signage
- Large banners over thoroughfare streets
- Hardware and infrastructure with legacy/repeat use – eg, light standards hardware, community centre plexi-poster frames

Summary/Outcomes: The Municipal Designation Program was delivered slightly under budget. The extensive Community Activation Plan was completed through grants, donations and sponsor funding.

Post-Games – Legacy Programs

The Games will carry a lasting impact on the City particularly in the areas of sport, culture, volunteerism and enhanced economic opportunities.

1. **SPORT & ECONOMIC OPPORTUNITIES:** *Sport Excellence, Sport Tourism*

The new Markham Pan Am Centre creates extraordinary opportunities for local sport clubs in achieving health, wellness and sport excellence, and also for sport tourism.

Sport tourism offers a \$3.8 billion industry in Canada, with more potential for growth. The Markham Pan Am Centre has advanced Markham's reputation as a sport destination nationally and internationally. We have already hosted several events that we simply didn't have the capability prior to this centre opening. The Centre has already booked 70 events over the next 52 weeks. This includes securing an Olympic Qualifier for Table Tennis in May 2016.

The Markham Pan Am Centre is now the home of Table Tennis Canada's National Training Centre. Staff continue to work with other provincial and national sport bodies for elite athlete sport event and training opportunities.

2. **ADVANCING ACHIEVEMENT and LEARNING:** *Markham Sport Hall of Fame*

Launching a Markham Sport Hall of Fame will be another major lasting legacy of the Games taking place in Markham. Markham residents have achieved incredible outcomes as athletes, sport officials and sport contributors on the national and international stage. Establishing this forum in the Markham Pan Am Centre will provide the recognition that they deserve, and serve as a learning centre and an attraction for visitors and residents alike.

3. **ADVANCING VOLUNTEERISM:** *City-wide Volunteer Program*

The processes, policies and procedures developed for our Markham Pan Am Volunteer Program delivered Markham's largest ever intake of volunteers for single event. Over 1,400+ people expressed interest to be involved in Markham Pan Am community events, which netted nearly 9,000 hours of community volunteerism service. Throughout the process, we undertook focus groups and satisfaction surveys. Based on very positive engagement and input, Markham is advancing this successful model city-wide to help support other department and future corporate events and to deliver a more efficiency and consistent experience for Markham volunteerism.

4. **ADVANCING PUBLIC ART & CULTURAL EXPERIENCES:** *Art & Events*

With thanks to Pan Am initiatives, we achieved new public art at very low cost that engages youth and the community. The pieces that will outcome from the Pan Am project – traffic box wraps, street stencils, the Grelfie composition, the Youth Drummers, the new mural being planned for inside the centre – will all provide a lasting cultural legacy of the Games. The student projects have also advanced our search for talent and artist engagement.

We also embraced and learned from the various forms of cultural expression via vibrant formats like the Youth Drumming Project, the Powwow at Torch Relay, Globalfest. Each of these provided experiences for residents and opportunities that we can expand.

APPENDIX A: MARKHAM PAN AM COMMITTEES

Markham Pan Am Executive Committee

1. Andy Taylor, Chief Administrative Officer
2. Brenda Librecz, Commissioner, Community & Fire Services
3. Jim Baird, Commissioner, Planning Services
4. Trinela Cane, Commissioner, Corporate Services
5. Gary Adamkowski, Senior Manager, Asset Management
6. Catherine Conrad, City Solicitor
7. Mary Creighton, Director, Recreation Services
8. Dennis Flaherty, Director, Corporate Communications
9. Phoebe Fu, Director, Asset Management
10. Joel Lustig, Treasurer

Markham Pan Am Centre Construction Committee

1. CHAIR: Brenda Librecz, Commissioner, Community & Fire Services
2. Gary Adamkowski, Senior Manager, Asset Management
3. Mary Creighton, Director, Recreation
4. Phoebe Fu, Director, Asset Management
5. Max Stanford, Project Manager, Asset Management

Markham Pan Am Planning Committee

1. CHAIR: Brenda Librecz, Commissioner, Community & Fire Services
2. Gary Adamkowski, Senior Manager, Asset Management
3. Phil Alexander, Deputy Chief, Fire Services
4. Mike Bekking, Chief (Fire) Training Officer – for MCC Operations
5. Janis Cookson, Manager, Sport Development
6. Mary Creighton, Director, Recreation
7. Dave Decker, Deputy Fire Chief, Fire Services
8. Dennis Flaherty, Director, Corporate Communications
9. Phoebe Fu, Director, Asset Management
10. Adam Grant, Chief Fire Prevention Officer
11. Morgan Jones, Manager, Roads Operations
12. Moe Hosseini-Ara, Director, Culture
13. Brian Lee, Deputy Director, Engineering
14. Peter Loukes, Director, Environmental Services
15. Bob Nicholson, Acting Director, Operations
16. David Porretta, Acting Manager, Business, Technical Services and Traffic
17. Laurie Rose, Markham Pan Am Community Activation Lead
18. Sonia Singh, Emergency Preparedness Co-ordinator
19. Bill Snowball, Chief, Markham Fire Services

York Regional Police Representatives

20. Superintendent Graeme Turl
21. Detective Tim Skinner
22. Constable Maxine Bairos
23. Constable Herb Drummond
24. Constable Mike Quirk

APPENDIX B: HOST ADVISORY COMMITTEE MEMBERS

Host Advisory Committee Members

1. Mayor Frank Scarpitti, Chair
2. Elizabeth Plashkes, Co-Chair
3. Councillor Amanda Collucci
4. Councillor Alan Ho
5. Councillor Carolina Moretti (2014)
6. Andy Taylor, Chief Administrative Officer
7. Brenda Librecz, Commissioner of Community & Fire Services

The following were members of Host Advisory, and also served as chairs of subcommittees

8. Culture Chair - Mary Pan, Consultant
9. Events - 2014 One Year Countdown Chair - Judi McIntyre, Stiver Mill
10. Events - 2015 Globalfest Co-chair - Nancy Bodi, Executive Director of York Region Arts Council, Seneca College Instructor
11. Marketing Chair - David Black, Monopoly Real Estate
12. School Activation Chair - Deb Jestin, York Region District School Board
13. Sports Chair - Ron Anderson, Consultant
14. Sponsorship Chair - Cailey Stollery, Angus Glen Golf Course
15. Strategy - Deb Jestin
16. Volunteers - 2014 1YC Derrick Stryker, York Region District School Board

Members-at-large

17. Bill Crothers, Olympic Athlete
18. Richard Cunningham, President and CEO, Markham Board of Trade
19. Wayne Emmerson, Chair, York Region
20. Pat Horgan, Vice President, IBM Canada
21. Rob Kadlovski, President, Nicholbys
22. Brian Kevens, District Vice President, CIBC
23. Brad Morris, President Grote Industries, Chair of Canadian Women's Hockey League
24. Bernie O'Neill, Editor, Metroland
25. Randy Pettigrew, Senior Vice President, Remington
26. Colin Wood, Marketing Manager, CAA
27. Angela Zigras, Chair, Seneca College School of Hospitality and Tourism (2014 only)

Core staff supporting Markham Pan Am Host Advisory Committee:

- Activation Team Lead: Laurie Rose
- Committee logistics: Brianna Gabbard, Allision Quanchan
- Corporate Communications & Community Engagement: Dennis Flaherty
- Culture: Moe Hosseini-Ara, Eric Lariviere (Globalfest Co-Chair)
- Economic Development: Christina Kakaflikas
- Recreation: Mary Creighton, Lori Wells (Torch Relay Lead)

APPENDIX C: SUBCOMMITTEE MEMBERS

<p><u>CULTURE</u> Mary Pan, Chair Helen Argiro Cameron Bereznick Sandra Bigioni Margaret Birtch Mark Caswell Lynette Charters Mahesh Chokshi Rueben Esguerra Cate Falconer Ange Friesen Jamie Gaughan Diane Hallquist Moe Hosseini-Ara Cathy Jackson Ed Jackson Eric Lariviere Lisa Lauriault William Lottering Kevin Merkley Elizabeth Myers Elizabeth Plashkes Kehinde Rainford Laurie Rose Myra Willis Steve Vieira Rashmi Swarup</p> <p><u>EVENTS – 1YC</u> Judi McIntyre, Chair Ron Anderson Christianne Bristow Perry Chan Dennis Flaherty Ed Joaquin Diane Kobelsansky Christine Matthews Elizabeth Plashkes Shauna Podruzny Laurie Rose Derrick Stryker</p>	<p><u>EVENTS – Globalfest</u> Eric Lariviere, Co-chair Nancy Bodi, Co-Chair Judi McIntyre, Vendor Chair Christianne Bristow Mike Burns Perry Chan Dennis Flaherty Duncan Fletcher Emma Girard Andrew Rosenfarb Sher St. Kitts Alex Karolyi Glenn Marais Chris McBride Monica Pain Samantha Rodin Michelle Tidball John Tidball</p> <p><u>SCHOOL ACTIVATION</u> Deb Jestin, Chair Lisa Bruce Meg Casbourn Cathy Coker Bev Fairman Robert McCulloch Rona McKee Diane More Ian Morrison Elizabeth Plashkes Laurie Rose Carol Wildgoose</p> <p><u>SPONSORSHIP & GRANTS</u> Cailey Stollery, Chair Mayor Scarpitti Andy Taylor</p>	<p><u>SPONSORSHIP & GRANTS – cont.</u> <i>Grants</i> Brenda Librecz Mary Creighton Laurie Rose Lori Wells</p> <p><u>SPORT</u> Ron Anderson, Chair Paul Birdsall Bill Crothers Janis Cookson Mary Creighton Vish Date Brian Gordon Elizabeth Plashkes Laurie Rose Meg Stokes Kevin Walker</p> <p><u>MARKETING</u> David Black, Chair Angela Zigras, Co-chair (2014) Sarah Feder Dennis Flaherty Grant Ivens Rob Kadlovsky Kagan Mustafa Evelynn Ratcliffe Laurie Rose Colin Wood</p> <p><u>VOLUNTEER/ AMBASSADORS</u> Myra Chepak Nicole Goncalves Dianne More Elizabeth Plashkes Derryk Stryker (2014 1YC) Natalie Wong (2014 1YC) David Zambrano</p>
<p>KEY STAFF CONTACTS FOR COMMITTEES: <u>EVENTS:</u> Olivia Bella, Louise Boscardin, Yvonne Lord Buckley, Andrea Conlon <u>COMMUNICATIONS:</u> Daniel Epton, Dennis Flaherty, Emma Girard, John Li, Lisa Lombardo, Jennifer McHugh <u>OPERATIONS:</u> Barbara Rabicki, Bob Nicholson, Morgan Jones, Craig Breen, Steve Matunin, Dave Porretta</p>		

APPENDIX D: SPONSORS, FUNDING PARTNERS and IN-KIND CONTRIBUTORS

SPONSORSHIP FUNDING - \$480,000 generously donated by:	
1	Kylemore Communities
2	Happy Life
3	Metropia
4	Rice Commercial Group
5	Times Group
6	Fieldgate Homes
7	TACC Construction
8	Yorkville Developments
9	Empire Communities
10	IBM Canada
11	Pace Developments
12	Markham District Energy
13	PowerStream
14	CAA
15	Coca-Cola
16	Cole Engineering
17	Stantec Engineering
GRANTS AND PARTNERSHIP FUNDING - \$157,000 provided as follows:	
1	Government of Canada - Globalfest
2	Government of Canada - Torch
3	Government of Ontario - Torch
4	Central Counties Tourism - Globalfest
5	Central Counties Tourism - 1YC
6	City of Markham - Celebrate Fund
IN-KIND CONTRIBUTORS	
York Region Arts Council	Provided designer services for Globalfest Programme, plus financial contribution to expand Guide print quantity and distribution across York Region
The Remington Group Inc.	Print and install Pan Am banners along Enterprise Blvd
Marca on Main Restaurant	FIND PACHI Contest prize donation – restaurant gift certificates
Unionville Arms Pub & Grill	FIND PACHI Contest prize donation – restaurant gift certificates
Monte Carlo Inn & Suites	FIND PACHI Contest prize donation – complimentary hotel stay
Media Outlets: 105.9 The Region, ATN, Metroland, Ming Pao, SNAPd, The Weekly Voice	Complimentary / reduced rate advertising and promotions

APPENDIX E: Markham Pan Am Events & Community Outreach

Markham Pan Am booth/ambassadors/presentation/materials

2013

1. April 13 – Community Workshop
2. July – Two Year Countdown Celebration at Civic Centre

2014

3. July 6 – Marleigh outreach on IYC and construction
4. June 7/8 – Unionville Festival – Saturday on Fred Varley, Sunday in the Park
5. June 14 – Booth outreach at Cornell Community Centre & Milliken Community Centre
6. June 14 – Booth outreach at Markham Public Library
7. June 15 – Booth outreach at Centennial Community Centre
8. June 15 – Booth outreach at Water Street Seniors Centre
9. June 20-21 – Markham Village Music Festival
10. June 22 – Polo for Heart in Gormley
11. June 24 – Pan Am Press Conference – announce One Year Countdown
12. June 28 – Taste of Asia / Stouffville Strawberry Festival
13. June 29 – Stiver Mill Opening
14. July 1 – Canada Day – ambassadors/booth in Milne Park
15. July 5 – Ribfest
16. July 6 – Stouffville Strawberry Festival
17. July 12 – Night It Up
18. July 13 – One Year Countdown Celebration
19. July 19 – Main Street Markham
20. July 23 – Remington Drive In event
21. July 26 – York Farmers Market
22. July 26 – Thornhill Community Centre
23. July 27 – Cornell Community Centre
24. July 28 – MPL
25. August 7 – Booth and ambassadors at Markville Shopping Centre
26. August 7 – Parapan One Year Countdown Celebration at Cornell Community Centre
27. August 7 – Flato Markham Theatre Camp Show 1YC announcement and video
28. August 8 – Host Parapan Sport Day at all City of Markham camps
29. August 10 – Booth at Angus Glen Golf Course – morning
30. August 10 – Booth outreach at Angus Glen Community Centre – afternoon
31. August 16/17 – Markham Jazz Fest
32. August 23 – Booth outreach at Markham Milliken Children’s Festival
33. August 24 – TnT Fun Fair
34. Sept 14 – Markham Staff Event at Markham Museum with Pan Am info and sport try-its
35. Sept 18 – BCSS Pep Rally with TO2015
36. Sept 26 – Pan Am Test Event – World Jr Girls – Angus Glen Golf Club
37. Sept 27 – Applefest
38. Sept 28 – Angus Glen Golf Club for World Junior Girls Championship (Pan Am Golf Test Event)–
39. Oct 2-5 – Markham Fair
40. Oct 15 – Seneca College Students Presentation
41. Nov 1 – Accessibility Fair
42. Nov 14 – TO2015 Municipal Forum in Markham – Pan Am Centre
43. Nov 23 – Markham Pan Am Centre Official Opening

44. Nov 25 – Procurement/Tourism/Merchandising Session & Centre Tour with local businesses
45. Nov 29 – Santa Claus Parade with PACHI and PACHI Creators
46. Nov 29 – Markham Sports Day with booth and PACHI Creators

2015

47. Jan 17 – New Year Levee featuring Pan Am materials and volunteers
48. Jan 14 – UBIA Board presentation
49. Jan 15 – TO2015 Creative Consult for Opening Ceremony – engaged residents to attend
50. Jan 25 – New Year Levee featuring Pan Am materials
51. Feb 4 – Unionville BIA Annual General Meeting presentation
52. Feb 15 – Flag Day – engaged Team Canada hopefuls to attend with Pan Am message
53. Feb 26 – York Region Council Presentation
54. Feb 26 – Seneca Presentation – Marketing
55. Feb 26/27 – Flato Markham Theatre - AMIGAS Cuban Dance with Pan Am Booth
56. March 4 – Markham Village BIA AGM with Pan Am Presentation
57. March 4-7 – Clarkson Cup with Pan Am Booth and soft launch of FIND PACHI campaign
58. March 5 – CNY Dinner with PACHI
59. March 10 – Markham at the Movies (Spanish movie) with Pan Am Booth
60. March 11 – Marleigh Retirement Residence with TO2015 Transportation/ISU, Markham
61. March 11 Business Games/Transportation Information Session with TO2015, MTO, ISU
62. March 11 – Resident Games/Transportation Information Session with TO2015, MTO, ISU
63. March 13 – Pan Am Session at Pan Am Centre with York Region staff
64. March 25 – York Region Tourism Summit
65. March 28 – Earth Hour
66. March 30 – City Manager/Director Information Session
67. April 9 – Games Transportation Session led by MTO
68. April 11 – Fit for Heart launches with Pan Am branding
69. April 17 – TO2015 Municipal Forum in Markham
70. April 14 – Teachers Ignite Session
71. April 24 – Markham Arts Council – Pan Am/Globalfest Information Night
72. May 2 – Sustainability Fair
73. May 3 – MTAC Photography event with Pan Am theme
74. May 4 – Pan Am Press Conference for torch bearers and route
75. May 7 – TO2015 Tourism/Accessibility Forum – engaged local stakeholders to attend
76. May 17 – Markham Pan Am Press Conference with Athletes and Torchbearers
77. May 27 – Mayor’s Markham Board of Trade Lunch with Pan Am content
78. May 28 – MPL Speaker Series: Winning at Another Game with Olympian Julia
79. May 30 – Markham Youth Expo
80. June 4 – Fun Fair at David Suzuki Public School
81. June 6 – Varley Art in the Yard (Pan Am crafts) during Unionville Festival
82. June 7 – Unionville Festival – Family Fun in the Park – mini sport try-its
83. June 9 – IBM Train the Trainer
84. June 9 – Training for Pan Am Day in Canada Volunteers
85. June 10 – MPL Taste of Pan Am with food journalist
86. June 11 – Seneca Campus activation
87. June 12 – IBM Presenters in schools
88. June 13 – Pan Am Day – 11 locations – community centres, libraries, Varley
89. June 13 – Pan Am Poetry Slam
90. June 17 – Markham / CCT / Humber College Tourism & Ambassador Workshop
91. June 17 – Pan Am Press Conference – unveil Pan Am Public Art & Globalfest Programme
92. June 17 – Business outreach – IBM Employee Event – 2,000 employees

93. June 18 – Business outreach – AMD Employee Event
94. June 18 – Seneca Campus activation
95. June 19/20 – Markham Village Music Festival with Booth and PACHI Creators
96. June 20 – Markham Village Music Festival with Pan Am Booth
97. June 23 – Business outreach with Smart Commute – G&D (Giesecke & Devrient)
98. June 23 – Torch Relay – Volunteer Captains Training
99. June 24 – Business outreach with Smart Commute – LEA Consulting
100. June 24 – MPL Farrucas: Latin Informance – music and stories of Latin America
101. June 25 – Business outreach with Smart Commute – GE Digital Energy
102. June 26 – Volunteers Training – Torch Relay
103. June 27 – Torch Relay – 14 community stops
104. June 27 – Pan Am Booth at Taste of Asia
105. June 27 – Markham Museum – Sport versus Science Exhibit Opens
106. June 29 – Marleigh Retirement Residence Presentation on Games start and Globalfest
107. June 30 – Business outreach – Worley Parsons
108. July 1 – Canada Day with Pan Am booth
109. July 4 – Main Street Markham Farmers Market
110. July 6 – Richmond Hill Center Terminal Outreach
111. July 7 – Business outreach with Smart Commute – Cole Engineering
112. July 7 – Unionville Go Station Outreach
113. July 8 – Business outreach – Monte Carlo Inn
114. July 8 – Seneca Campus Activation
115. July 7-25 – Markham/CCT Tourism Booth inside Markham Pan Am Centre
116. July 9 – Volunteer Training for Globalfest
117. July 16-19 – Markham /CCT Tourism Booth inside Angus Glen Golf Course
118. July 11-19 – Globalfest – directly outside the Markham Pan Am Centre
119. July 27 – Pan Am Proud Celebration at Civic Centre with 3 Athletes
120. August 5 – Parapan Am Games Awareness Event with Camp Children at Cornell CC&L
121. August 7 – Parapan Am Games Employee Warm-Up at Civic Centre
122. August 8 – Parapan Am Games Welcome Party at Pan Am Centre
123. September 26 – Markham Pan Am Volunteer Thank You Event

In addition, Host Committee agreed to help promote and attend these Pan Am test events:

- Pan Am Test Event – Golf – World Junior Girls Golf Championship – September 2014
- Pan Am Test Event – Badminton – 2014 Pan American Badminton Championships – October 2014
- Pan Am Test Event – Waterpolo – UANA Cup – January/February 2015
- Pan Am Test Event – Table Tennis – North American Cup – May 2015