

1. Project Overview

The Town of Markham is initiating a Facilities and Accommodation Strategic Plan that will provide a long term context for the ongoing decisions related to the management of the Town's portfolio of land and buildings.

The purpose of this study is to develop a long-term plan for the ongoing development of the Town's facilities and portfolio to ensure its consistency with, and ability to support corporate initiatives, objectives, and requirements, in an effective, efficient and financially responsible manner.

The project will create a process that will provide the Town with a support system outlining the various facility, space accommodation and land acquisitions over the next 20 years.

2. Background Information

The Town of Markham is a growing and progressive municipality located on the northern edge of the City of Toronto. The land area of the Town is 115.6 square kilometres (44.73 square miles). During the last decade, its population increased by 72,000 persons, from 157,000 in 1993 to 229,000 in 2003 and is projected to grow to a population of over 300,000 by 2021.

Markham has four distinct communities, Thornhill, Unionville, Markham and Milliken Mills / Armadale. Thornhill is a mature community and is expected to have minimal growth. However, Unionville, Markham, Milliken Mills / Armadale will each have significant population growth in the future. The Town is responsible for delivering recreation facilities and programming, library services, fire and emergency services, parks construction and maintenance, the local road network, zoning and building inspection, local community planning and tax collection.

3. Scope of Work

3.1 Summary and Assessment of Town's Current Facilities

- The Consultant will be responsible for a thorough assessment of the Town's current facility and accommodation requirements. This includes operations and works yards, recreation facilities, library services, and the Civic Centre.
- The Consultant will review all the departmental Master plans, the Official Plan and the other documents which have been developed to understand the Town's requirements for future municipal and services growth. The Consultant will identify any contradictions between master plans and make recommendations for resolution.
- The Consultant will review and assess the Town's existing facilities and include their life span in the final report.

- The Consultant will consider the existing space and allocation within the Civic Centre building, the impact of growth and the influence this will have on the Markham Centre/Civic Centre site master plan. The final report will make recommendations for facility planning on this site.

3.2 Environmental Scan

- The Consultant will provide an overview of industry trends and accommodation standards.

3.3 Forecast Short, Medium and Long Term requirements

- The goal will be to develop a Facilities and Accommodation Strategic Plan that best meets the Town's short, medium and long term objectives for service delivery, within a framework designed to strongly support the Town's primary goals for excellence in customer service and employee satisfaction.
- The Consultant will consider how work is being done and how it may be done in the future (i.e. telework, hotelling, job sharing etc.). This Study will consider resource requirements, both human and capital, space maximizing and provision of services using a non-traditional and innovative model. An overview of how work is being done and how it may be done in the future will be a key consideration
- This Study will consider the findings and recommendations identified in the Telework Feasibility Study and build on the opportunities from a facilities and accommodation perspective.
- The Consultant will be responsible for a thorough assessment and forecast of the Town's future accommodation requirements, the development of strategic options and for the development of an overall Facilities and Accommodation Strategic Plan.
- The consultant will forecast short, medium and long-term facility requirements based on geographic demand, growth projections and other service requirements.
- The Consultant will identify key analytical components which could be utilized in the assessment and strategic planning of present and future facilities and land holdings.

3.4 Potential Partnership Opportunities

The consultant will:

- Review current trends relating to the formulation and establishment of public/public and/or public/private partnerships designed to share land and facilities in a more effective and cost efficient manner.

- Supply criteria to determine the suitability of potential partnerships with both external organizations and internal departments.
- Identify all opportunities for the partnering of land and facilities between the Town and other regional, municipal, provincial and federal levels of government or private organizations.
- Review industry trends and identify best practices and benchmarks that have been established by other public and private sector organizations to more effectively rationalize and plan for the utilization of their land, facilities and operations.
- Identify potential internal and external partnership opportunities as to facilities and/or accommodations.

3.5 Evaluation Criteria

- A formal review of the Facilities and Accommodation Strategic Plan will be required every five years, to be carried out in concert with the formal review of the Official Plan. The Consultant will provide recommendations as to how best to undertake the formal review.
- The Consultant will develop evaluative criteria to assist in priority setting which are specifically suited for the Town and can be utilized on an ongoing basis to evaluate potential accommodation options and plan for the Town's future facilities and accommodation requirements.