



Report to: General Committee

Report Authored: May 15, 2012

SUBJECT: Integrated Leisure Master Plan – Status Report
PREPARED BY: Mary Creighton, Director, Recreation Services

RECOMMENDATION:

- 1) That the report entitled “Integrated Leisure Master Plan – Status Report” be received as information;

PURPOSE:

The purpose of this report is to provide Council information on the status of the Integrated Leisure Master Plan (ILMP).

BACKGROUND:

The Integrated Leisure Master Plan was approved by Council in April of 2010. During the development of the ILMP there was extensive community consultation. The nine primary goal areas are a reflection of the needs identified by the community, trends analysis and ensuring corporate priorities are supported. As approved by Council, staff were requested to provide an annual update on the progress of achieving each of the recommendations.

OPTIONS/ DISCUSSION:

The Integrated Leisure Master Plan is a key deliverable of the “Parks, Recreation, Culture & Library Master Plan\Public Safety” priority outlined in the Building Markham’s Future Together (BMFT) initiative, as established by Markham council. The purpose of the plan was to develop a master plan to drive the direction of parks, recreation, and culture and library services in the Town of Markham for the next decade. The plan’s mission statement:

Markham’s Parks, Recreation, Cultural and Library Services provide inclusive, accessible, safe and sustainable leisure, learning, sport and cultural opportunities essential to vibrant places.

The outcome of the plan will contribute to a quality of life that attracts and retains diverse and talented residents, supports a community-wide commitment to lifelong active living and learning, and advances Markham’s future prosperity in the rapidly growing creative and knowledge-based economy.

Nine primary goals were established to align with the priorities of Building Markham’s Future Together. Each goal was developed to help identify resources and strategies where they will be most effective. The goals are as follows:

- Goal 1:** *Strategic and Sustainable Investment in Infrastructure*
- Goal 2:** *Align Services with the Growth Management Strategy*
- Goal 3:** *New Strategies for Markham 2020 - the Creative Knowledge-Based Economy*
- Goal 4:** *Community Engagement and Outreach: Building Social Capital and Strengthening Neighbourhoods*
- Goal 5:** *Placemaking*
- Goal 6:** *Inclusion, Access and Equity.*
- Goal 7:** *Maintain an Environmental and Sustainable Focus*
- Goal 8:** *Collective Focus on Community Issues – Integrated Service Delivery*
- Goal 9:** *Service Excellence and Leadership*

Implementation of the 204 recommendations that are related to each of the 9 goal areas have been assigned to specific departments and cross departmental teams. The Integrated Leisure Master Plan - Report Card (Attachment A) provides specific information on each of the recommendations. The report card provides a quick update to Council as to the status of each recommendation providing information on whether it has been started, underway or completed and includes comments. This report card tool is used by staff to track and communicate the work that is currently underway to ensure all parties involved are informed and are meeting planned timelines. The report card also serves as a planning tool for staff in the development of their annual department work plans

Key Accomplishments:

As recently discussed at the ILMP council workshop on March 26, 2012, there are a number of key accomplishments that have been achieved since the plan was approved April 2010:

- Acquired 100 acres of land for sports park – June 2010
- South East Community Centre & Library – project started in 2011 – community consultation
- Markham Pan Am Centre – (site plan approved in 2012) community centre for Markham Centre / Unionville area includes: 50M pool, field house, fitness
- Sport Infrastructure expanded:
 - ✓ St. Roberts Soccer Centre
 - ✓ Angus Glen Tennis Centre
 - ✓ Civic Centre Ice Rink
- Thornhill Community Centre and Library Expansion
- ILMP aligned with Green Print and Diversity Plan – collaboration of reporting / tracking.
- Library spaces have been designed to provide community places and “third place” destinations – movable shelving, group & individual study areas, children play areas to develop literacy with award winning C3 system with school boards.
- Public Education Plan in Aquatics – Swim to Survive Program
- Public Realm Program – demonstration projects and formation of Advisory Committee
- Cultural Assets: Expanded Museum Collections/Varley Art Gallery Expansion

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- Theatre Strategic Plan - completed
 - Public Art Policy- completed

Planned Action to 2014:

To ensure that we continue to move forward and address the recommendations within the ILMP staff have identified major key areas that will be included in annual work plans to 2014:

- Culture Plan – will be completed in 2012
- Community Engagement Strategy will be completed in 2012
- Community Safety Plan – Phase 1 underway, plan to be completed by 2013
- Park Amenities/Park Renaissance Project – underway in 2012
- Pricing Strategy and Subsidy Strategy – Phase 1 complete, Phase 2 underway
- Mount Joy Artificial Field for Multisport – to be completed June 2012
- South East Markham Community Centre and Library - design underway
- Community Engagement Framework – will be completed 2012
- Develop a Place-based Community Planning Framework – neighbourhood teams will be initiated in 2013
- Sport Park Development – Community Consultation 2012
- Pan Am Project – “Beyond Bricks and Mortar – 2012
- Senior Strategy – to be initiated 2012
- Refresh the Youth Strategy – 2013
- Develop Public Education Plan on safe bicycle riding – 2013
- Milliken Mills Library Expansion – Design 2013
- Partnerships – Schools / community
- Development process review and engagement of CFS to ensure opportunities of creative community amenities within new development

Many of the recommendations listed are initiatives that staff need to ensure continue to be included in our day to day business, many of these are captured on the report card identified as ongoing. This helps to ensure that staff understands that current operating practises address the community need. If consideration is given to changing the operating practice or model then we must ensure we fully understand the impact of the change.

Staff teams will continue to meet and review the plan as we move forward. We will be reporting to Council in the attached report card format on an annual basis to ensure Council has confidence that the Integrated Leisure Master Plan is on track.

FINANCIAL CONSIDERATIONS AND TEMPLATE: (external link)

Not applicable

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Green Print and Diversity Plan

BUSINESS UNITS CONSULTED AND AFFECTED:

Culture, Library, Operations Environmental Services, Asset Management, Urban Design, Heritage, Corporate Communications, Sustainability and HR.

**RECOMMENDED
BY:**



Mary Creighton
Director of Recreation Services

Brenda Librecz
Commissioner of Community
and Fire Services

ATTACHMENTS:

Integrated Leisure Master Plan – Report Card

Integrated Leisure Master Plan Implementation

APPENDIX A

Project Sponsor:	Brenda Librecz
Project Lead:	Mary Creighton
Other Departments Involved:	All Town Departments and Commissions
Project Status:	Underway
Milestones:	Plan Approved April 2010

REPORT CARD - June 2012

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
	Goal 1: Strategic and Sustainable Investment in Infrastructure									
1	Create a service delivery framework and funding model that is neighbourhood-based, as well as a facility and park provision model that will support this framework by providing a combination of neighbourhood-based and community-wide parks and facilities.	✓			Recreation	2013	✓			A work team will be developed to begin work in 2012. Framework will be based on Community Engagement work that will be completed in 2012
2	Ensure an equitable distribution of opportunities that supports a 'carbon neutral' focus, so that residents can access the services they want in their neighbourhood, and lessen need to travel to other neighbourhoods to use parks, recreation, culture, and library services.	✓	✓	✓	CFS	ongoing		✓		Neighbourhood based opportunities continue to be undertaken for programs in, i.e. Schools, business.
3	Ensure that community planning incorporates the role of parks, recreation, culture, and library and that ILMP recommendations are incorporated into all planning processes.	✓	✓		Planning	ongoing		✓		Will be Identified in Official Plan, Secondary Community Design
4	Design and build parks, recreation, culture, and library infrastructure that supports sustainability (e.g., LEED buildings).	✓	✓	✓	Asset Mgmt.	ongoing			✓	Currently mandated as LEED Silver and detailed in Green Print.
5	Continue to align with the Community Sustainability Plan.	✓	✓	✓	CFS	ongoing		✓		Green Print approved June 2011. Commission developing Implementation Plan.

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6	The Development Services and Community Services Commissions should establish a process through which development applications in areas of residential and/or mixed use intensification are jointly reviewed with regard to parks and open space, community floor space requirements, and other potential community benefits. Markham's current Official Plan includes policies and provisions for negotiating community benefits in relation to increased height and density in accordance with Section 37 of the <i>Planning Act</i> . These policies should be updated and enhanced to assist Markham in obtaining certain facilities, services or matters which would not otherwise be secured under the provisions of the <i>Planning Act</i> or the <i>Development Charges Act</i> , and which may be of particular benefit to a specific area (or areas) within Markham or the Town of Markham as a whole.	✓			Plan/Rec	Q4 2011		✓		Start in Sept - Planning still to meet with C.S. to address process of implementing section 37
7	The municipality owns lands in Markham Centre that are intended for future public use (e.g., Urban Park, Markham Live), including possibilities for parks, recreation, culture, and/or libraries. Appropriate civic uses should be evaluated, determined, and/or further advanced, in keeping with the vision for this area and community needs.	✓	✓	✓	Planning	Ongoing		✓		Development of Markham Pan Am Centre and associated community services and parks address this need. Planning to continue to review as development applications and Markham Centre develops.
8	Create walkable communities through the development of attractive, safe, convenient and practical walking trails (e.g., 'paths of desire') and sidewalks that connect neighbourhoods to local parks, recreation, culture, and library facilities and that make the choice to walk the preferred option for all residents.	✓	✓	✓	Planning (UD)	Ongoing		✓		This was identified in the Greenprint as a high priority. Urban Dev. is addressing this through site plan review. This is also included as part of the design consideration for South East Markham CC

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	9 Offer leisure opportunities locally by engaging community and neighbourhood stakeholders in planning and delivery.	✓	✓	✓	Recreation	ongoing		✓		Recreation structure is complete and allows us to better review the needs. Work is currently underway for each area to develop local relationships.
	10 Position and develop cultural event planning in the context of community sustainability.	✓	✓	✓	Corp Com	2012	✓			Will be done in conjunction with Cultural Plan
	11 Undertake cultural mapping, develop cultural policies, and complete a Culture Plan so that Markham will lead and participate in the growing development of our cultural sector to enrich the quality of life, deliver opportunities for lifelong learning and engagement with our diverse communities, and to support the sustainability and economic goals of Markham. (see also recommendation 177)	✓			Culture	Jul-05		✓		Completed the Culture Mapping in 2010 and will update our data on a yearly basis. This will be used to help inform the Culture Plan.
	12 Prioritize lifelong learning as an objective for library programs and services.	✓	✓	✓	Library	Ongoing		✓		Identified in Library strategic Plan - underway. Learning Place programming
	13 Undertake a Neighbourhood Recreation and Cultural Services Delivery Strategy that defines Markham's neighbourhoods and their characteristics, resources, needs, and program/facility options. This assessment should also examine municipal assets that are Board-operated (e.g., Box Grove and Cedar Grove Community Centres, Markham Village Train Station, etc.) to ensure that programming, community access, and organizational capacity at these facilities are appropriate. The provision and management of 'minor' community centres that serve as 'walk-to' neighbourhood facilities should also be considered as part of this planning process, particularly in response to areas undergoing residential intensification.	✓	✓		Recreation	2013	✓			This will be included as part of the Community Engagement Plan. Work on plan is underway. Plan is currently defining neighbourhoods.

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14	Continue with plans to build the East Markham Community Centre & Library in 2011.	✓			Asset Mgmt.	2012		✓		East Markham Community Centre and Library to open Dec. 2012.
15	Develop a 'major' community centre and library to serve Southeast Markham (Area D) by 2014, with planning commencing in 2011. An evaluation process should be initiated to confirm the most appropriate site and development strategy for this facility; this process may result in a need for Markham to acquire land at an alternate site.	✓	✓		Library/Rec	Jul-1905		✓		Facility anticipated to be open Q3 2015. In design process. Consultation to occur throughout the stages of development.
16	Begin planning for the provision of community recreation services to serve the growing Langstaff Gateway community (Area C) in or around 2023. Non-traditional approaches should be considered, including partnering with other delivery agencies or providing space within a mixed-use development (i.e., 'minor' community centre). Consideration should be given to combining service delivery with the library branch proposal for the area during the same time period.		✓	✓	Recreation	Ongoing		✓		Initial meetings have taken place to discuss anticipated needs.
17	Well in advance of construction, acquire land for the development of a major recreation centre (greater than 1000,00 ft ²) to serve the growing North Central area of Markham (generally serving Area B, east of McCowan Road in the vicinity of Major Mackenzie Drive); a facility will be required in this area between 2016 and 2031. Consideration should be given to combining the development of this facility with a library branch; a phased development approach may be required.		✓	✓	Library/Rec	2015	✓			2nd Phase of Plan 2015+. Real Estate to continue to explore opportunities.
18	Continue to undertake enhancements to existing community centres based on physical building and program demand requirements, including but not necessarily limited to the following:									
18a	o Victoria Square Community Centre (conduct a feasibility study to consider facility renewal and expansion to accommodate meeting and multi-use space).	✓	✓	✓	Recreation	2015-2018	✓			Work team will be formed to review current and projected needs.

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18b	o Milliken Mills Community Centre (potential addition of a gymnasium, seniors' space, youth space, fitness / active living space, and expanded library – see other sections of this report for more information). Further evaluation of this facility and the site's ability to accommodate an expansion of this magnitude should be determined through a feasibility study.	✓	✓	✓	Recreation	2015-2016		✓		Concept design has been completed to confirm there is space on site. May revise time line based on funding 2015 - 2019
18c	o Armadale Community Centre (expansion to be guided through a feasibility study).	✓	✓	✓	Recreation	2016	✓			Work team will be formed to complete Feasibility Study.
19	Enhance partnerships with school boards, community agencies, places of worship, sports groups, private recreation facilities, and/or ethnic-based clubs that strengthen services and accessibility and enhance opportunities for the residents of Markham.	✓	✓	✓	Recreation	ongoing		✓		Area teams are working to develop strong partnerships in the community. Staff sit on a number of agency committees. Existing relationships with Recreation, Library, Waste, Fire teams.
20	No additional arenas are recommended during the next ten years (to 2019). Local demand and participation levels should continue to be monitored and assessed to determine needs beyond this timeframe.	✓	✓	✓	Recreation	ongoing		✓		Through ice allocation we will continue to monitor usage.
21	Develop an additional indoor aquatics facility to serve Southeast Markham (Area D) by 2014, in combination with the proposed 'major' community centre. This direction should be reviewed in the event that the CSIO project proceeds.	✓			Recreation	2015		✓		Included in CC & Library development. Consultation in community underway.
22	Build, in partnership with the 2015 Pan Am Games, a 50m pool in the Town of Markham and pursue further recreation facility opportunities in the Town of Markham as a result of the Games.	✓			Recreation	2014		✓		Council approved SOM pool and badminton facility. Detailed design to begin Aug 2011.
23	Provide a multi-tank indoor aquatics facility as part of the 'major' community centre proposed for the North Central area of Markham (generally serving Area B, east of McCowan Road in the vicinity of Major Mackenzie Drive) between 2026 and 2031			✓	Recreation	2026	✓			Will be initiated in 2020+.

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24	Undertake an assessment of existing aquatic facilities to evaluate community demand and needs, provision requirements, and the need for renovation and upgrades.		✓		Recreation	2016/17	✓			This will be initiated in 2016/17 upon completion of PanAm and South East Community Centre.
25	Two additional gymnasiums are required by 2019 (excluding the gymnasium proposed for the East Markham Community Centre) and more will be required beyond this timeframe. Gymnasiums should be provided as part of all future 'major' community centres and opportunities to add gymnasiums to existing community centre sites should be investigated (e.g., Milliken Mills Community Centre).	✓	✓		Recreation	2014/2015		✓		Gymnasium space to be considered in South East Community Centre. Pan Am facility will have a triple gymnasium plus a warm up hall.
26	Provide dedicated seniors' space (a minimum of 3,000 ft ²) and non-exclusive activity space in all new or expanded 'major' community centres, including the ones recommended for Southeast Markham (Area D) by 2014 and North Central area of Markham (Area B) between 2026 and 2031.	✓	✓	✓	Recreation	ongoing		✓		Dedicated Senior space is included in East Markh CC. This has been identified in the functional program for the South East Community Centre.
27	Integrate dedicated seniors' space into 1 to 2 existing community centres (e.g., Milliken Mills Community Centre), particularly in those areas with considerable seniors' population and below average service levels. No new stand-alone seniors' centres are recommended.	✓	✓		Recreation	ongoing	✓			Will be discussed as part of Milliken Expansion. This will be considered in South East Community Centre.
28	Work with local immigrant resource centres to enhance opportunities for volunteer engagement and after-hours access to community programming for all residents, not just those that are new to the country.	✓	✓	✓	Recreation	ongoing		✓		Meetings have been held with Welcome Centre staff to explore opportunities.
29	Provide dedicated youth space (a minimum of 2,000 ft ²) in all new or expanded 'major' community centres, including the ones recommended for Southeast Markham (Area D) by 2014 and North Central area of Markham (Area B) between 2026 and 2031.	✓		✓	Recreation	ongoing		✓		This will be considered in South East Community Centre.
30	Seek options to add dedicated youth space to Milliken Mills Community Centre and/or Centennial Community Centre.	✓	✓	✓	Recreation	ongoing	✓			Will be discussed as part of Milliken expansion.
31	Undertake additional outreach initiatives with school boards and youth organizations in order to maximize after-school recreational drop-in and programming opportunities in local schools.	✓	✓	✓	Recreation	ongoing		✓		Currently have "Healthy School Initiative." Will look for other opportunities
32	Provide fitness centres in all new or expanded 'major' community centres, including the ones recommended for Southeast Markham (Area D) by 2014 and North Central area of Markham (Area B) between 2026 and 2031.	✓		✓	Recreation	ongoing		✓		This will be discussed as part of the South East Community Centre. Recent decline in fitness memberships will cause a further review of this recommendation.

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		2010-14	2015-19	2020+						
33	Investigate options for adding fitness / active living space and/or programming to Angus Glen Community Centre and Milliken Mills Community Centre by 2019.	✓	✓		Recreation	ongoing		✓		This will be discussed as part of the South East Community Centre. Recent decline in Fitness memberships will cause a further review of this recommendation.
34	Markham should expand its focus in the fitness market to include a more inclusive active living concept that recognizes the health benefits of a physically active lifestyle. An up-to-date active living strategy should be developed to determine how this could best be accomplished. At this point in time, it is anticipated that increased delivery of active living services can be accommodated within existing multi-purpose rooms, fitness centres, and proposed future community centres.	✓			Recreation	2013	✓			Development of an Active Living Strategy will be completed in 2013.
35	Further study is required to determine the potential need and subsequent operational model for fitness components within future 'minor' community centres or those undertaken in partnership with other providers, particularly as these relate to areas undergoing significant residential intensification.	✓			Recreation	2013	✓			Will be included in the Active Living Strategy.
36	Continue with plans to partner with the York Catholic District School Board to build and operate an indoor soccer/sports facility at St. Robert Catholic High School.	✓			Recreation	2011			✓	Facility opened February 2011.
37	To identify demand for future indoor soccer facilities, Markham should monitor local usage at its indoor fields and evaluate partnership possibilities with other parties.	✓	✓	✓	Recreation	ongoing		✓		Will monitor through Allocation Policy.
38	Continue with plans to develop the 4-court domed tennis facility at Angus Glen Community Centre and monitor its use over time to better assess long-term requirements for indoor tennis infrastructure.	✓			Recreation	2011			✓	Facility opened June 2011
39	Identify and evaluate public-private partnership opportunities that would improve the availability of table tennis facilities and programs in Markham, in consultation with community providers.	✓	✓		Recreation	2014		✓		Table Tennis will be programmed at new Pan Am facility. Table Tennis for the Pan Am games is being hosted at this facility so we will have equipment to support community use in legacy mode.
40	No additional indoor bocce courts are recommended during the Master Plan's ten-year projection period.	✓	✓		Recreation				✓	Will not be considered.
41	Municipal provision of gymnastics facilities is not recommended at this time.	✓	✓		Recreation				✓	Will not be considered.

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42	Continue to implement the Town of Markham Town Wide Pathways and Trails Master Plan through the proper allocation of project, operational, and maintenance funding and resources.	✓	✓	✓	Plan (UD) /Operations	ongoing		✓		Master plan — Capital budget- allocation through gas tax and annual operating growth \$'s to fund resources
43	Approximately 15.5 additional soccer fields (unit equivalents) will be required by 2019 to meet a municipal-wide target of 128 fields (unit equivalents); including school fields permitted by Markham; These should be provided through new park construction, expansions or conversions at existing parks, or agreements with other field providers. A strategy should be developed to guide the Town's position on and investment in artificial turf fields and the lighting of existing sports fields.	✓	✓	✓	Planning (UD)	ongoing		✓		Analysis of parks build out is ongoing. Artificial turf approved for 2012 at Mt.Joy C.C. To be completed June 2012. Strategy development will be developed in 2012
44	Pursue the acquisition of approximately 40 hectares of land for a large sports park (e.g., several soccer fields, some with lights; possibly other sports as well, including cricket, rugby, and/or baseball) to accommodate local sport needs and sport tourism opportunities in the North end of West Markham (Area A) or East Markham (Area B), ideally co-located with a maintenance compound to ensure adequate storage space for maintenance equipment.	✓			Planning (UD)	2010			✓	100 acres acquired on Warden Avenue for development of Sport Park. Consultation with sport groups to commence Summer/Fall 2012.
45	Maintain and seek to enhance Markham's partnerships relative to the maintenance of municipally-permitted fields on school properties.	✓	✓	✓	Operations	ongoing		✓		Continue to meet and review standards
46	Consider including 3 to 4 adult-size ball diamonds at the recommended large sports park or in new community parks in the north end of Markham to satisfy growth requirements and demand to 2019, should demand at the adult level persist.	✓	✓		Planning (UD)	ongoing		✓		Public consultation will need to occur to determine location. This will be discussed as part of sport park consultation.
47	In cooperation with baseball groups, identify strategies and priorities for diamond improvements (e.g., installing lights, improvements to support infrastructure, etc.) in order to maximize the existing inventory of ball diamonds and extend usage opportunities.	✓	✓	✓	Recreation	ongoing		✓		We meet annually with groups to discuss strategies - recent improvements include Crosby.
48	Add 12 to 13 new courts (a mix of public and club courts) over the term of the Master Plan, with an emphasis on providing the majority of these courts in Areas A, B, and D to address existing gaps and areas of new residential development. Multi-use court designs that can accommodate other activities should be encouraged, where appropriate.	✓	✓		Plan (UD)	✓		✓		Review of courts. This is included in new park development. Public Tennis courts are the focus. Tennis Club Policy currently under review.
49	Review the condition and utilization of existing tennis courts in Thornhill (Area C) to determine if any can be re-purposed to other 'in-demand' uses.		✓		Operations / Recreation	2013	✓			Recreation to undergo study of use /needs. Operations to implement.

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50	Develop the equivalent of 3 full basketball courts (two half courts are equal to one full court) by 2019, with an emphasis on providing the majority of these courts in West and East Markham (Areas A and B) to address existing gaps and areas of new residential development. Multi-use court designs that can accommodate other activities should be encouraged, where appropriate.	✓	✓	✓		Planning (UD)	ongoing		✓		Included in park planning; review annually suitability of site and develop as appropriate.
51	As established in the Official Plan, continue to apply a target of one playground within a 400-metre service radius from all built-up residential areas, without crossing any major barriers such as waterways, railway lines, highways, etc. This will require the installation of playgrounds in new residential areas and existing gap areas, where possible.	✓	✓	✓		Plan (UD)	ongoing		✓		This is being applied to development standards. Gap analysis of existing parks needs to be done.
52	Continue to retrofit playground equipment and surfaces to comply with CSA standards.	✓	✓	✓		Operations	ongoing		✓		Safety surfaces to be completed 2013. Equipment will be dealt with through lifecycle as part of the annual review.
53	Establish minimum standards for barrier-free accessibility at municipal playgrounds and continue to locate barrier-free playgrounds in strategic locations throughout Markham.	✓	✓	✓		CAO/Planning (UD) Operations	2012		✓		Subcommittee has met to draft RFP which will set policy context and standards for inclusive playgrounds. Policy and standard to be completed 2012. Comply to accessibility standards including the Town of Markham Accessibility Design Guidelines and Provincial Accessible Built Environment Standards (ABES).
54	Conduct facility assessments at the appropriate time to determine the viability of the existing outdoor pools. No additional outdoor pools are recommended.	✓	✓	✓		Recreation			✓		Morgan Pool to be included in work underway for development of Morgan Park Master Plan. Councillor Campbell has formed staff team.
55	Construct 5 to 8 new waterplay facilities by 2019; in order to achieve a goal of providing one waterplay facility in each major residential block (each being approximately 4 km ²). As a result, it is recommended that 2 to 3 new facilities be built in West Markham (Study Area A), 1 to 2 in East Markham (Study Area B), 1 in Thornhill (Study Area C), and 1 to 2 in South Markham (Study Area D).	✓	✓			Planning (UD)	ongoing		✓		This is being applied to development standards. Gap analysis of existing parks needs to be done.

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56	Construct 4 community-level skate parks, one in each Study Area, to complement the existing Town-wide Skate Park at the Centennial Community Centre. The parks should provide intermediate level challenge and should be designed following consultation with the skateboarding community.	✓	✓		Plan (UD)	ongoing		✓		Berzky Park south Area A. Plans for Area B - Cornell currently identified.
57	Consider opportunities to integrate micro skate parks (e.g., zones with fun boxes, rails, etc.) into neighbourhood-level parks in areas that have large child and youth populations and are not proximate to larger skate parks.	✓	✓	✓	Plan (UD)			✓		Planning for Leitchcroft Area C and Rox H. Park Area A.
58	Establish a framework to guide the development of one freestyle bike park (dirt) in partnership with the community. This facility would serve as a pilot project to determine if additional facilities will be required in future years.	✓			Rec/Planning (UD)		✓			Will be reviewed as part of Sport Park Consultation to begin Fall 2011.
59	Construct 2 additional cricket pitches by 2019 (one at the proposed Southeast Markham Community Centre site and one at the proposed large sports park in the north end of West Markham or East Markham).	✓	✓		Plan (UD)	2019	✓			Discussed as part of park adjacent to Costco park consultation/park planning
60	Support the creation of additional off-leash dog areas to better provide equitable geographic distribution of this facility type, including in Rouge Park. Off-leash dog areas should only be constructed if partners exist that are willing to maintain and operate these facilities; Markham's "Guidelines for Permanent Dog Off Leash Areas" should be promoted to interested groups. To mitigate potential conflicts, efforts should be made to establish off-leash areas in advance of nearby residential development.	✓	✓	✓	Operations / DS	ongoing		✓		New parks developed - Huntington Park & Ward 5 (East Markham) 2012. DS need to consider during planning phase of new communities.
61	Markham should continue to support the Volunteer Outdoor Ice Rink Program and its municipal outdoor ice rinks, including the artificial rink proposed for the Civic Centre.	✓	✓	✓	Operations	ongoing		✓		Budget annually to add two locations. In 2010 we added 4 new locations for a total of 11. Introduced a program to support rink ploughing.
62	As part of the development of Markham's Cultural Plan (see also recommendation 177), examine the need for major facilities, such as a large venue with seating capacity in the range of 1,500 to 6,000 seats.	✓			Culture	TBD	✓			Funding will be requested in 2013 to undertake proposed preliminary research study larger performance facility.
63	Examine the potential of existing community centres, libraries, and heritage buildings to accommodate flexible spaces for arts and cultural activities, events, and cultural presentations (to the greatest degree possible).	✓	✓	✓	Culture	ongoing		✓		As buildings develop Culture staff will be included design phase. South East Markham is an example.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
64	Provide space in new community centres suitable for arts and cultural programming and local activities, including the major community centre proposed for Southeast Markham (Area D).	✓	✓	✓	Culture	2014		✓		Culture is involved in the South East Markham Community Centre planning committee.
65	Ensure that the design and/or retrofitting of large indoor spaces gives strong consideration to the accommodation of events and cultural presentations.	✓	✓	✓	Culture	ongoing		✓		Culture is involved in discussion related to design & retrofit.
66	Working with the community, identify opportunities to utilize an existing multi-use space that can serve as a youth-friendly venue for live music.	✓	✓		Culture	ongoing		✓		Staff currently working with a number of community organizations to review space, i.e. Markham's Got Talent. Physical space needs will be reviewed as facilities are developed.
67	To address growing demand and alleviate pressure on existing parks, establish appropriate venues for large outdoor gatherings, community festivals, and special events; consideration should be given to the Southeast Community Centre Park Site and Rouge Park as potential sites.	✓	✓		Plan/Culture (UD)	ongoing		✓		This will be addressed as South East Park's design and is being included as Rouge Park Plan that is being developed.
68	Continue to implement the Markham Museum Master Plan.	✓	✓	✓	Culture	2015		✓		2004 Plan is currently being implemented. Built form (physical plan) is complete. Final Phase - physical landscaping, i.e. mud path continue to be worked on.
69	Promote the public display of local art by designating a municipal building (or buildings) suitable for their display.	✓	✓	✓	Culture	ongoing		✓		As buildings develop Culture staff will be included. South East Markham is an example. Public Art currently being discussed for installation at Centennial Community Centre.
70	Over time, seek opportunities to accommodate local cultural performances, public art, and areas for quiet reflection in selected parks.	✓	✓	✓	Culture	Ongoing		✓		Developing a Commission protocol to ensure input into Secondary Plans and site development.
71	<i>The Markham Public Library should move toward the desired provision target of 0.6 square feet per capita through the implementation of the following capital projects (in order of timing):</i>									
71a	a. Continue with plans to build the East Markham Library Branch (25,000 ft ²) in 2011.	✓			Library	Q3 2012		✓		Plan to open Dec. 2012.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
71b	b. Continue with plans to expand the Milliken Mills Library Branch (an additional 13,000 ft ²) in 2012.	✓			Library			✓		Strategy to be forwarded to Council in a report June 2012 which will summarize potential strategies for consideration as a result of the Council Workshop recently hosted>Public consultation and Feasibility and concept design has been approved by Library Board.
71c	Develop an additional library branch to serve Southeast Markham (Area D) by 2014 (approximately 20,000 ft ²). This is currently the most under-served and high needs area in Markham due to its lack of library space and socio-demographic profile (the area has a considerable number of multiple-family households, immigrants, and first generation Canadians; each of these factors are indicators of high demand for library and related services). The location of this community centre and library facility requires further evaluation.	✓	✓		Library	2015		✓		First phase of Public consultation has been completed. Council has approved a Functional program which was proposed as a result of the community input. The design team has been hired and is currently working on the development of the schematic design. Further community consultation meeting to be held to develop schematic design. A Council Sub Committee has been approved.
71d	Establish a library branch (approximately 20,000 ft ²) to serve the growing Markham Centre community (Area A) in or around 2019. This branch may form part of a mixed-use development; partnership and non-traditional development approaches should be considered.	✓	✓		Library	2019	✓			Not started yet, this will be done in conjunction with Recreation Services.
71e	Begin planning for the development of a library branch (approximately 15,000 ft ²) to serve the growing Langstaff community (Area C) in or around 2023. This branch may form part of the mixed-use development; partnership and non-traditional development approaches should be considered.			✓	Library					Initial discussions with planning staff have taken place to understand the needs of the community and begin to look at options for the provision of library space in Langstaff.

Ref. #	Recommendation Description	Proposed Timing				Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+							
71f	Well in advance of construction, acquire land for the development of a library branch (approximately 30,000 ft ²) to serve the growing North Central area of Markham (generally serving Area B, east of McCowan Road in the vicinity of Major Mackenzie Drive); a branch will be required in this area between 2026 and 2031. This branch may be combined with the development of a municipal community centre.			✓		Library	2031	✓			3rd Phase of plan 2020+.
	Goal 2: Align Leisure Services with the Growth Management Strategy										
72	Work to develop and create appropriate public spaces and ensure provision for a range of community uses in intensified areas, including consideration of both conventional and non-conventional solutions and partnerships.	✓	✓	✓		Community & Fire Services /Planning (UD)	ongoing		✓		Initial discussions have taken place through the development of the Community Infrastructure Planning Strategy currently being finalized.
73	Adjust service delivery models to ensure that services and facilities are widely accessible in intensified areas.		✓	✓		CFS	ongoing	✓			2nd Phase of Plan 2015+.
74	Give proper consideration to the parkland needs of future residents in areas of residential intensification by making the establishment and enhancement of parkland and trails a priority. For large developments, a blend of parkland and cash-in-lieu of parkland will likely be required in order to establish a suitably-sized park parcel for the development and to fund park improvements and/or off-site park acquisition.	✓	✓	✓		Plan (UD)	ongoing		✓		Community Infrastructure Policy framework is being developed to address this.
75	In Intensifying communities, provide spaces that contribute to building social capital and placemaking as key components of building the cultural sector and public realm; such spaces may involve the development of creative partnerships with the private sector and developing communities.		✓	✓		Culture	2015	✓			2nd Phase of Plan 2015+.
76	Within higher density areas, library spaces should be considered to compensate for the more compact living style that will be experienced by residents in high areas.		✓	✓		Library	2015	✓			2nd Phase of Plan 2015+.
	Goal 3: New Strategies for Markham 2020 - the Creative Knowledge-Based Economy										
77	Develop public and private partnerships that strengthen and model social cohesion, including those that align with knowledge-based institutions and draw on the expertise of post-secondary institutions locally and from across the globe.	✓	✓	✓		Culture	ongoing		✓		This will be addressed in the Culture Plan Recommendations. Hubs workshop held in 2011. Met with Seneca planners who have been a very strong partner.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
78	Ensure that the development of public spaces remains a priority to create a welcoming and beautiful community.	✓	✓	✓	Plan/Operations (UD)	Ongoing		✓		This is a priority through parks planning & urban design. Integral to planning approval process - Precinct & Community Design plan.
79	Develop active greenspaces to support active lifestyles.	✓	✓	✓	Plan (UD)	Ongoing		✓		This is a priority through parks planning & urban design. Integral to planning approval process - Precinct & Community Design plan.
80	Develop passive greenspaces accessible to employment areas to enable residents and employees to reflect and rejuvenate.	✓	✓	✓	Plan (UD)	Ongoing		✓		This is a priority through parks planning & urban design. Integral to planning approval process - Precinct & Community Design plan.
81	Provide Markham workplaces with opportunities for employee wellness and programs and to promote physical activity.	✓	✓	✓	Recreation	ongoing		✓		Recently created space at 8100 Warden as well as expanded those eligible for Fitness Membership employee rate, developed in conjunction with HR. Corp membership promotion currently being developed.
82	Create the social and physical infrastructure to attract and retain business and industry.	✓	✓	✓	Recreation	ongoing	✓			Work on developing social and physical infrastructure is ongoing. A program to specifically address attracting and retaining business will not be initiated until 2014.
83	Develop the creative sector capacity and entrepreneurship through cooperative programs with Economic Development.	✓	✓	✓	Culture	Ongoing		✓		Workshops have been held in partnership with the Arts Council. In Fall 2011 Artsvest program was initiated. Info report to Council Fall 2011.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
84	Develop cultural mapping to better understand opportunities for greater synergies.	✓	✓	✓	Culture	Completed		✓	✓	In 2010, we created several maps using the 2006 Census Data. We are continuing to update those maps and exploring new maps to help guide our Culture Plan.
85	Actively participate in research in order to increase intellectual capital and knowledge.	✓	✓	✓	Culture	Ongoing		✓		2011-2 Publications from Varley. Research on youth retention by Seneca Students are examples of work that has been completed.
86	Design library spaces, services and programs to nurture learning and the human imagination, thereby supporting community prosperity in the creative and knowledge-based economy.	✓	✓	✓	Library	Ongoing		✓		Group & individual study spaces; children play area to develop literacy skills. New South East Library to have creative spaces.
87	Provide community places and "third place" destinations that enhance a high quality of life for all residents.	✓	✓	✓	Library	Ongoing		✓		Develop mobile shelving to provide options for community meeting space.
88	Provide collections, services and programs that enhance quality of life, and help ensure that local creative culture flourishes and thrives.	✓	✓	✓	Library	Ongoing		✓		Multi-cultural materials constantly refreshed & expanded to meet community needs.
89	Provide welcoming civic gathering places for all residents, fostering a sense of community and belonging.	✓	✓	✓	Library	Ongoing		✓		New buildings include increase seating for gathering space for community use.
90	Seek greater coordination with the Markham Small Business Resource Centre and knowledge-based institutions to enhance the library's role in providing business and employment support.	✓	✓	✓	Library	Ongoing		✓		Partnership with MSBRC exists with work to develop partnership with Seneca.
Goal 4: Community Engagement and Outreach: Building Social Capital and Strengthening Neighbourhoods										
91	Develop a Place-based Community Building Framework that would allow and plan for a Town-wide approach to strengthening neighbourhoods and the public realm.	✓	✓		Recreation	2014		✓		Will be included in Community Engagement Plan & Public Realm.
92	Strengthen community participation and engagement in neighbourhood planning and in the delivery of programs and services.	✓	✓	✓	Recreation	2012		✓		Recreation structure is complete and allows us to better review the needs. Work is currently underway for each area to develop local relationships.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
93	Develop a Partnership Policy that addresses the need for and a common approach to partnership attraction, relationship management, retention and evaluation.		✓		CFS	2015+	✓			2nd Phase of Plan 2015+.
94	Develop a Community Volunteer Management Program with linkage to the Community Engagement Framework.		✓		CFS	2015+	✓			2nd Phase of Plan 2015+.
95	Build on recent successes and adopt a standard system through which the Departments can collaboratively plan and execute a seamless delivery system (parks, recreation, culture and libraries). This would involve mapping socio and economic conditions, identifying geographical areas where services could positively impact community issues, mapping local assets (agencies, resources, and expertise), working collectively on problem solving, and developing solutions and evaluation criteria.		✓		Parks Recreation Culture Library	2015+	✓			2nd Phase of Plan 2015+.
96	Consider a pilot whereby a neighbourhood is targeted to embrace a Place-Based approach and grow the concept once the pilot has been evaluated and changes made based on new learning. It is suggested that the pilot take place where there are pressing and evident community issues.	✓	✓		Commission Recreation	2012		✓		Community Engagement pilot currently underway in Milliken area to be completed 2012.
97	Evaluate the staffing mix to support a Place-Based approach and provide expertise on policy and resource development, training and facilitating the model.		✓		CFS	2015+	✓		✓	2nd Phase of Plan 2015+.
98	Review the Commission's current approach to partnership development and ongoing agreements with community and private partners with a view to standardized approach, better supporting existing partners and expanding the partnership base in the delivery of services.		✓		CFS	2013				Review of satellite community centre's support model underway for staff liaison.
99	Develop a grants policy and program that provides start-up funding to assist in initiating innovative and sustainable neighbourhood and place-based programs and initiatives, including increased advertising of existing programs and grant opportunities..	✓	✓		Finance / Recreation	2012		✓		Celebrate Markham reforms report was forwarded to Council Nov. 2011. Report was tabled, staff to provide further information and review proposed process based on input from Council.

Ref. #	Recommendation Description	Proposed Timing				Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+							
100	Develop a Place-based Community Building Framework, including policy, to embrace the principles and incorporate the community / neighbourhood-based model in certain areas of the program and service delivery system. Once fully implemented, this could result in: - o activities that are grounded in a set of values articulating the capacity of people working together for mutual goals; - o a greater sense of place and social cohesion; - o the community's participation in determining required services, service goals, service delivery expectations and appropriate responses; - o new types of partnerships and alliances with community organizations that have interests in specific service areas; - o a sense of empowerment by community partners through providing meaningful contributions to the leisure delivery system; and - o sustainability, in that solutions to community issues rely on what resources already exist in the neighbourhood.	✓	✓			CFS	ongoing		✓		This will be accomplished as we develop the Community Engagement Strategy which will be developed for implementation in 2012.
101	Assign the responsibility of trend tracking and data analysis to a designated individual or team that would produce information and advice to guide proactive planning. The trend analysis would focus on: - o global, industry wide issues that will inform departmental planning; - o provincial information that would be helpful in establishing operational standards and procedures, such as quality assurance and compliance with legislative requirements; and - o community and neighbourhood requirements that should be considered when developing the program and service inventories that are specific to certain jurisdictions of Merkhams or that are unique to certain facilities and parks.	✓				CFS	2012	✓			This work will be initiated in 2012 with the development of a Terms of Reference and an established work team.
Goal 5: Placemaking											
102	Establish a Public Realm Policy and Guidelines.	✓				Operations	2012		✓		• Work team established. • Report completed to hire consultant and Advisory Committee established. • Committee established by Council in February 2012.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
103	Implement the Town of Markham's Public Art Policy in order to promote the development and funding of public art for public spaces. This policy should complement and be aligned with the Public Realm Policy. The public art implementation plan will be presented to Council in 2010.	✓			Culture	2012			✓	Approved by Council may 17, 2012.
	Goal 6: Inclusion, Access and Equity									
104	Continue to place high priority on the subsidy program to reduce financial barriers to participation, including barriers related to transportation and equipment.	✓	✓	✓	Rec/Finance	2013		✓		Pricing & Subsidy Strategy Development is currently underway. Initial report to Council 2011.
105	Refine the Access and Financial Assistance Policy and Outreach Strategy to eliminate barriers and strive to ensure inclusiveness in all parks, recreation, culture, and library services and programs.	✓			Rec/Finance	2013		✓		Pricing & Subsidy Strategy Development is currently underway.
106	Include a statement in municipal publications (e.g., 'Markham Life') that the Recreation Services and Culture Departments and the Markham Public Library are founded on the principles of inclusion.	✓			Recreation	2011			✓	Included in all publications as of Sept. 2011.
107	Develop a policy and staff training to ensure that municipal reports, publications, and marketing of key inclusion messages, make use of guidelines and methods as promoted by the Usability Professionals' Association (www.upassoc.org) as they relate to usability and plain language.	✓			Corp Com	2011		✓		Done as part of Content author training on portal. Work to continue within corporation to provide ongoing "plain language" training.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
108	Engage in creative and a broad range of outreach efforts to deliver services to diverse groups (e.g., pilot programs) and engage a representative range of residents in the development of new and the review of existing programs and services.	✓	✓	✓	Recreation	ongoing		✓		This will be reviewed and developed as we continue to move towards a community development model per service delivery.
109	Ensure that staff are trained and aware of the supports available to engage and provide outreach to diverse communities (signers, translators, local champions etc.).	✓	✓	✓	HR	Ongoing		✓		As resources emerge this is communicated to staff; resource inventory has been put on Intranet.
110	Employ the use of Outreach Workers to promote awareness of the Town Markham's programs and services, form strong relationships, better understand leisure needs, co-develop needed programs and services, and work in partnership with organizations and institutions that support access, equity and inclusion.	✓	✓	✓	Recreation	2014	✓			This will be reviewed and developed as we continue to move towards a community development model per service delivery.
111	Work with community groups and stakeholders to expand their capacity to include all residents regardless of their backgrounds.	✓	✓	✓	Recreation	Ongoing		✓		New community structure in Recreation which is community based will help facilitate this. Will provide training for staff.
112	Make it a policy and articulate the resources required to provide needed marketing, outreach, translation, signing and child-minding at community meetings in order to fully engage the community (where appropriate).	✓	✓	✓	HR/Diversity	2013	✓			Develop a policy / process to identify where appropriate and how to access resources.
113	Develop a policy that seeks to ensure that all advisory and project-related committees that support the work of the parks, recreation, culture and libraries represent the community they serve and include persons with disabilities, residents of low income, various age groups, a balance of male/female representation and cultural diversity (at a minimum).	✓			HR/Diversity	2012	✓			This will be in collaboration with Community Services Commission & Clerks.
114	Continue to provide a training program for all staff to gain the skills and competencies needed to enhance overall customer service and fully engage diverse populations. Expand this training to include staff, community groups and volunteer representatives from all departments involved in recreation, parks, culture and libraries.	✓	✓	✓	HR/Diversity	2012		✓		Course currently being designed; initial rollout to commence Q4 2012.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
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115	Execute an audit in parks, recreation, culture, and library facilities on a regular basis and in a systematic fashion to determine how parks and facility use is changing and how best to service the changing needs.	✓	✓	✓	CFS / Diversity	2014	✓			First phase will be to develop an audit framework.
116	Post a list of organizations that provide support to diverse groups, including the goals and contact information of each organization, in 'Markham Life', other appropriate publications, and on the Town of Markham website.	✓	✓	✓	HR/Diversity	2012		✓		Currently exists on intranet. Will develop process for inclusion in Markham Life and website.
117	Develop a public education and awareness campaign in Aquatics surrounding the need for all families to learn to swim including drowning and water incident prevention education. Targeted programs, presentations and assistance to families to access pools and swimming lessons should also accompany the public education plan.	✓			Rec/HR	Ongoing			✓	Swim to Survive is an example of a program that targets the need to be safe if you accidentally fall into water. Currently offered as free program to Grade 3 students through the Swim to Survive Grant program and throughout the summer at our pools.
118	Consider the introduction of family programming (e.g., learn to swim, learn to skate) whereby families are encouraged to learn new skills together.	✓	✓	✓	Recreation	Ongoing		✓		Currently offer badminton, inline skate, yoga, family sport, Geocaching, canoeing.
119	Continue to foster the development of existing, new and emerging sport, cultural, recreational, and learning activities that may be popular with diverse populations and ensure that these opportunities are available to all Markham residents.	✓	✓	✓	HR/Diversity	Ongoing		✓		As opportunity present themselves staff are implementing where possible. Recently increased availability of time to support Pickle Ball. Meeting with Disc Golf group to support sport.
120	Continue to develop opportunities for all residents to learn introductory skills in sport, leisure, recreational and cultural opportunities that reflect the needs of a diverse community and encourage understanding and belonging.	✓	✓	✓	Recreation	Ongoing		✓		Staff meet with many resident groups on an ongoing basis to review needs and look for opportunities to accommodate.
121	Develop a public education, training and awareness campaign surrounding the need for all families to learn to ride a bicycle safely, including cyclist and pedestrian incident prevention education. Targeted programs, presentations, and assistance to families to access Markham's bicycle network and safe cycling lessons should also accompany the public education plan.	✓			Recreation	2013		✓		We currently run programs in conjunction with CANRIDE which teaches safety. A work team will be put together to develop a public education campaign.
122	Develop a Pricing Strategy that will include a balance of no cost/low cost programs and services that are accessible to all residents.	✓	✓	✓	Recreation	2013		✓		Work team and terms of reference have been developed.
123	Develop broad-based strategies to attract youth to programs and sports, including free youth leadership training opportunities for at-risk youth.	✓	✓	✓	Recreation	2013	✓			This will involve review of the current Youth Strategy work to commence 2012.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
124	Develop simple but meaningful performance measures and social inclusion indicators with respect to the participation of diverse groups in leisure activities, and report out annually to Council, respective groups, and stakeholders.		✓	✓	CFS	2015+	✓			2nd Phase of Plan 2015+.
125	Develop parks and facility design criteria that would support the needs of Markham's diverse and changing population (e.g. blinds in pools, picnic shelters in parks, shade, benches and access to water on trails and pathways, shelter storage and water access for community gardens, etc).	✓			CFS	2013		✓		This is being addressed at new facilities; design criteria to be articulated for existing facilities. Parks criteria to be finalized 2013. South East CC & L under design in 2012 will incorporate based on community input.
Goal 7: Maintain and Environmental and Sustainable Focus										
126	Ensure that Community Services continues to support efforts to protect and preserve clean air, land and water and encompasses parks naturalization, beautification, urban forestry targets, reduction of waste in facilities and parks, development of education and awareness through its facilities, programs and services, reduction of gas emissions through the use of trails for active transportation, the green fleet program, and the engagement of children and youth in protecting and enhancing the environment.	✓	✓	✓	CFS	Ongoing		✓		There have been a number of new projects initiated including: • Energy Retrofits completed in 2011 of all Recreation facilities. • Fleet proactive on green fleet.
127	Upon the completion of Markham's Community Sustainability Plan, Community Services should host round tables with like-minded service providers to discuss playing a part in the implementation of prioritized actions.	✓			CFS	2012	✓			Community Services has identified this as a priority in 2012. Currently working with Sustainability office to identify top priorities and develop strategy to implement.
128	Establish programs that support litterless lunches in camps, litterless parks sites, zero waste, and increase recycling and environmentally friendly practices in facilities.	✓	✓		Waste Manager / Environmental Services	Ongoing		✓		A new waste management program - 3 stream has been implemented at Centennial CC. Currently Angus Glen is being converted. We continue to promote litterless lunches as part of our camp programs. Staff will continue to look at opportunities to address this.
129	Include more interpretive signage along trails and in parks and facilities that speak to environmental efforts and the positive results of being environmental stewards.	✓			Plan/operations (UD)	Ongoing		✓		Installed where appropriate, i.e. Toogood Pond, Tannery Pond

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
130	Continue to place priority on energy efficiencies in parks and in facilities.	✓	✓	✓	Asset Mgmt. Sustainability Office	ongoing		✓		Mandate is LEED Silver in new facilities. Energy retrofits undertaken with Infrastructure Grants. New construction: Museum, Cornell, Fire Stations - 99/93 all include energy saving features. Current programs underway: Suele Awards, Silver Can Awards, example of programs. Trees for Tomorrow.
131	Continue to engage and recognize environmental groups and volunteers that support the stewardship efforts.	✓	✓	✓	Operations	Ongoing		✓		Identified in Green Print. Allotment garden be located in new park at Kirkham / Karachi.
132	Promote and develop the production of locally grown food and the provision of healthy food options in publicly sponsored spaces. In addition, articulate the people infrastructure (staff, volunteers and local committees) and resources to sustain local food production and distribution.	✓	✓	✓	Sustainability	2012	✓			This is an ongoing practice.
133	Ensure that cultural heritage resources that cannot be retained are advertised for relocation or salvage opportunities prior to demolition to help divert materials from landfill sites.	✓	✓	✓	Heritage	Ongoing		✓		Identified in Green Print; current mandate is LEED Silver.
134	Create Sustainable Design Standards for consideration in new and redeveloped facilities and parks.	✓	✓	✓	Sustainability Planning (UD)	2013	✓			
Goal 8: Collective Focus on Community Issues - Integrated Service Delivery										
135	Develop an Integrated Service Delivery (ISD) approach including the Community Services departments and other stakeholders involved in recreation, parks, cultural, and library services delivery. The ISD approach is intended to use existing expertise to think collectively about priorities, develop solutions together, avoid duplication, and maximize existing resources. When developed, the Community Engagement Framework will guide the services delivered through an ISD approach.	✓			Recreation	2012		✓		- Current practice in place to manage opportunities and issues collectively by Community Services departments: Recreation, Library/Culture, Operations, Parks / Roads. - Co-locations of facilities a standard practice in Markham.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
136	Provide needed training and ongoing support to the appropriate levels of staff on the introduction, principles and mechanisms of the Integrated Service Delivery approach.	✓	✓		Recreation	2012		✓		Underway
137	Pilot one project using Integrated Service Delivery and the Community Engagement framework. Based on community partnerships and outreach, refine the approach based on an evaluation.	✓	✓		Recreation	2012		✓		Mililken area identified.
138	In implementing the Integrated Service Delivery approach, work with any organizations that can meet Markham's inclusive philosophy and advance the quality of life for Markham residents (e.g., corporations, places of worship, social service agencies, community organizations, sports groups, etc.), in order to leverage knowledge and resources that can offset costs or supplement the needs of Markham.	✓	✓	✓	Recreation	2012		✓		Staff have begun this process by understanding & mapping the organization in each area.
Goal 9: Service Excellence and Leadership										
139	Review commission-wide and departmental policies and procedures to ensure their relevancy and alignment with corporate priorities, as well as their application to current community and operational requirements.	✓	✓	✓	CFS	ongoing		✓		This is included in BUP's for a number of departments within the Commission.
140	Develop a centralized audit process that articulates the legislative requirements of all of the departments in Community Services and test compliance on an annual basis, at a minimum.	✓	✓	✓	CFS	2012	✓		✓	Completed and will be updated annually.
141	Maximize the synergies and successes within parks, recreation, culture and library departments through joint planning, integrated delivery where possible, communications and the sharing of expertise and resources.	✓	✓	✓	CFS	ongoing			✓	This continues to be addressed through Commission Planning sessions. Current practice.
142	Develop opportunities to work more closely with post-secondary institutions to employ innovative research initiatives relative to Markham's leisure needs.		✓		CFS	2015+	✓			2nd Phase of Plan 2015+.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
143	Articulate service delivery and staffing standards for all programs and services, including customer service standards, and post the standards on the website to ensure transparency in service delivery.		✓		CFS	2015	✓			Phase One: Service standard documented in 2012. Phase Two - review / refine and communicate.
144	Review the guiding principles, policies and procedures surrounding the allocation of public spaces, parks and facilities (including, but not limited to greenspaces, sports fields, meeting/activity rooms and gymnasiums) to ensure relevancy to current needs.	✓			CFS	2011/12		✓		A review and completion of allocations policies have been completed for sportfields, aquatic facilities, ice, cricket fields.
145	Create a set of achievable service delivery targets and meaningful performance measures that identify resourcing inputs, service outputs, efficiencies and effectiveness of the programs and services provided through the Community & Fire Services Commission. Ensure that these measures are tied to the strategic priorities of the Corporation, the Commission, and the department, and that the results are communicated annually to Council, the public, and stakeholders.	✓			CFS	2012		✓		Community Services has initiated work on this through the development of service level standards for each department. Work will continue on refining these standards to ensure they are tied to strategic priorities.
146	Develop and annually update a relevant and contemporary communications and social marketing plan for the Community & Fire Services Commission that addresses key messages, the respective audience, appropriate communications vehicles and the number of communications impressions. The plan should also look at cross promotion of key messages and information sharing opportunities with community groups and partner's communication vehicles.	✓			CFS		✓			Community Services recently published in April 2012 the Community and Fire Services Overview (Accomplishments, Work Objectives and department Overview). The Commission will continue to look for opportunities to communicate the services that they support.
147	Facilitate leadership training for all staff involved with recreation, parks, culture and libraries and develop an annual Leadership Forum that sets about to share excellent and promising practices and inspire innovation surrounding the Town of Markham's Ten Key Leadership Actions.	✓	✓	✓	CFS	ongoing			✓	Committee has been formed and terms of reference and work plan completed. To date two leadership training sessions have been held.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
	Goal 9a: Recreation and Parks Programming & Service Priorities									
148	Refresh the Youth Strategy (i.e., 2010-2015) in concert with the other departments in the Community & Fire Services Commission to ensure that youth engagement, empowerment, and the resulting benefits to youth and the community continue to be a priority, including the provision of dedicated space.	✓			Recreation	2013	✓			A work team will be developed. In 2012 for 2013 implementation.
149	Continue to meet the designation requirements of the "Youth Friendly Community" through the Play Works collective in order to promote successes in engaging youth and to address any gaps in the provision/enabling of youth services.	✓	✓	✓	Recreation	Ongoing		✓		All staff are aware of criteria to ensure we meet designation. Achieved in 2010/2011
150	Consider the use of Youth Outreach workers in engaging youth, promoting youth leadership and civic engagement, and developing relevant programs and services.	✓			Recreation	2013	✓			This will be reviewed as part of the Youth Strategy work.
151	Inventory all opportunities available in Markham for youth and promote them utilizing current technology (Facebook, Twitter, etc.) and local neighbourhood communications vehicles.	✓			Recreation	2013	✓			This will be reviewed as part of the Youth Strategy work.
152	Ensure that policies regarding staff use of technology align with the communication preferences of youth.	✓			Corp Com			✓		To be done in conjunction with new social media policy. Social media policy approved by council in Sept. 2011. Ongoing technology assessment to follow based on social media use by youth.
153	Refresh the Older Adults Plan to address the changing needs of residents 55 years of age and over and the anticipated increased demand due to the aging population and the resultant impacts on resources and service delivery, including programs delivered by others.	✓			Recreation	2012	✓			This work will commence Q4 of 2011. A work team will be formed.
154	Develop inclusion strategies for Older Adult segments (e.g., Older Adults; Seniors; Old Age).	✓			Recreation	2012	✓			This will be included in Older Adult Plan & as part of the Pricing Subsidy Strategy.
155	Through the Pricing Strategy, consider the gradual elimination of reduced rates for older adults in the 55 to 65 year age range. Offer financial assistance for those who cannot afford to participate in programs and services.	✓	✓		Recreation	2012	✓			This will be included in Older Adult Plan & as part of the Pricing Subsidy Strategy.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
156	Continue to work with community partners (e.g., Public Health, Education, Libraries, Social Services, sports groups, etc.) and create a Physical Activity Plan (one vision; all partners play their part) that sets about to increase the level, duration and intensity of physical activity for residents and in Markham workplaces. Further, specific targets should be set that include awareness and increasing physical activity levels. Ensure the Physical Activity Plan emphasizes physical activity opportunities that are flexible and respond to residents' preference for unscheduled drop-in activities.	✓	✓	✓	Recreation	ongoing		✓		Staff currently participate in the York Region Physical Activity Com. - Healthy School Com. Development of an Active Living Strategy will be completed in 2013.
	Goal 9b: Continuous Improvement of Markham's Parks									
157	Denote all 'active' programs publicized in 'Markham Life' with a symbol to demonstrate that the active choice will assist in improving physical activity levels.	✓	✓	✓	Recreation	2012	✓			This will be included in Winter 2012 issue.
158	Promote the benefits of being active in 'Markham Life'. Introduce physical activity information and interactive tools on the Town of Markham's web-site.	✓	✓	✓	Recreation	2012	✓			This will be included in Winter 2012 issue.
159	Host a forum for stakeholders and staff in order to create interest in the development of great parks, create awareness, learn from other jurisdictions and inspire discussions on possibilities in Markham.	✓			Plan/Operations (UD)	Ongoing		✓		Forum for GTA municipal park planning twice a year. Markham hosted in May. Internal ongoing discussions OSCUL.
160	Develop a strategy to evaluate the use and effectiveness of existing parks (e.g., Milliken Mills Park, Milne Dam Conservation Park, etc.) in terms of appropriate amenities and use.	✓	✓		Plan/Operations (UD)	2013		✓		Amenity study underway.
161	Seek the assistance of local clubs and shared leadership with residents and resident groups to increase the programming and 'animation' of parks.	✓	✓	✓	Rec/Operations	Ongoing	✓			Internal work team will be established in Fall 2011. Continue to look for opportunities to work with groups to expand our programs.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
162	Work toward reinventing portions or entire parks or open/public spaces to create demonstration and feature parks (potentially one in each of the Markham's four study areas). Seek out alternate sources of revenue and partnerships to create, develop and sustain these feature parks.		✓	✓	Operations	2015	✓			2nd Phase of Plan 2015+.
163	Articulate adequate maintenance and staffing standards through the Service Planning Project to support the parks inventory and test adherence to these standards annually.	✓	✓	✓	Operations	Ongoing			✓	Included in Service Planning review. Continuous improvement to achieve service standards. Improved documentation for analysis. Will be available 2011 year end.
164	Test park user satisfaction and maintain an 85% satisfaction level at a minimum.	✓	✓	✓	Operations	Ongoing		✓		2011 will be used as baseline data.
165	Increase parks programming and stewardship through community engagement efforts (e.g., 'Adopt-a-Park' program, etc.) with a view to meeting local needs, providing 'walk to' opportunities and moving toward community-directed delivery at the neighbourhood-level over time.	✓	✓	✓	Operations	ongoing		✓		Adopt a Park program underway. Introduced Park Ambassador Program in 2011 in partnership with By-laws.
166	Complete a branding exercise for 'Markham Parks' and develop a visual identity and consistent parks signage that creates a stronger presence for the parks system.	✓			Plan/Corp Com	2012		✓		Work team develop Park Signage program. Council Presentation fall 2012.
167	Through the Official Plan Review and Update process, review the municipal parkland targets (Neighbourhood, Community and Town Parks) to address current circumstances (e.g., legislated dedication amounts, available funding, etc.) and community needs. These targets may be divided into parkland categories, as appropriate. The policy framework also needs to address Town policies, procedures and guidelines pertaining to highly urbanized parks in intensification areas.	✓			Planning (UD/Policy)	2012		✓		Included in development of official plan.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
168	Develop and adopt a Parks/Green Space Classification Policy Document that creates a new and consistent parkland classification system that reflects the types of park and green space assets that have been built historically and are anticipated to be built as Markham urbanizes. Classification categories should be driven by use, purpose, setting and size. This new system should be used for classifying all parks, green space, and open spaces located in Markham and will serve as a general guideline for future development options. The Document shall address the role of parkland ownership (e.g., Toronto and Region Conservation Authority, Ontario Realty Corporation, etc.) and its management, including the use of Memorandum of Understandings to assure clarity.	✓			Plan/Corp Com (UD)	2012		✓		Included in official plan review. Work currently underway
169	Develop a Parkland Acquisition Strategy as a framework to achieve the municipal-wide provision target, recognizing that this target may differ from area to area. This Strategy should assess anticipated parkland dedication amounts and consider alternative parkland acquisition mechanisms to mitigate potential shortfalls.	✓			Planning (UD)	ongoing		✓		Parkland is acquired through Development process. Needs assessment has been completed in Thornhill area which has identified gaps and acquisition strategy, i.e. Acquisition of Hansberger Property on Egin St.
170	In conjunction with its Official Plan Review and Update process, conduct a review, update, and consolidation of the Town of Markham's Parkland Dedication By-law to ensure that it is consistent with current directions.	✓			Planning (UD/Policy)	2012		✓		Review will focus on Intensification area. Included in official plan review currently underway.
171	Develop a Policy or Strategy for the provision/administration of community gardens, including land acquisition, governance, partnership evaluation, and site selection, among other areas to be determined.	✓			Sustainability	2012	✓			Work team in place to develop new policy
172	Continue to include park amenities such as shade, water and washrooms to accommodate use by older populations when designing new and refurbishing existing parks, trails and green spaces.	✓	✓	✓	Planning (UD)	ongoing		✓		Construction of public washrooms guided by TOM public washroom policy. Washroom building to be constructed in Berczy Park 2012 and Village of Fairtree Cricket 2012.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
173	Explore the concept of parks as 'living community centres'. This may be achieved through the introduction of programming or improved 'animation' of parks to maximize their use. Activities might include (but not be limited to) movie nights, concerts, walking clubs, family pick-up games and activities, neighbourhood picnics, community gardens, brick bake ovens, markets and talent nights. Targeted capital improvements may also be required, such as amphitheatres, outdoor fitness/exercise features, seating and open lawn areas, etc.	✓	✓	✓	Recreation	ongoing	✓			* Community area work teams to begin looking for opportunities to use our parks for programming. Will be included in 2012 area work plans. * Park amenity review underway by Operations.
174	<i>Continue to work on achieving the goals and objectives of the Rouge Park Initiative, particularly through the creation of an implementation schedule for addressing the recommendations presented by the Implementation Task Force (Final Report, October 20, 2008). The final report should be referred to for a full list of recommendations; however, the key ones as they pertain to infrastructure within the scope of this Master Plan include:</i> o The RPITF recommends that the Rouge Park be requested to review potential locations for a large group picnic area, in the East Markham Rouge Park lands and that implementation be considered a priority (Recommendation #2.c.1 – revised October 20, 2009). o The RPITF recommends that in light of staff concerns regarding smaller picnic sites, the Rouge Park should carefully consider the location and number of these sites proposed. Consideration should be given to a celebration forest and an arboretum/horticultural garden area (Recommendation #2.c.2 – revised October 20, 2009). o The RPITF recommends that staff and the Alliance identify a location for an outdoor activity centre in Eastern Markham (Recommendation #2.e.1). o The RPITF recommends that staff and the Alliance identify a location for an outdoor cultural centre in Eastern Markham, for plays, music, nature lectures, and volunteer planting activity coordination (Recommendation #2.e.3). - Additionally, integrate the Rouge Park as a key element of Markham's park system and promote its benefits to local residents.	✓	✓		Planning (Policy)	2013		✓		Potential locations for group picnic areas presented to DSC on November 2, 2010. This will be further pursued with Federal Government (Parks Canada) during their development of Rouge National Park plans. This will be further pursued with the Federal Government (Parks Canada) as a component of Rouge National Park Plan. Being pursued with the Federal Government (Parks Canada). Being pursued with the Federal Government (Parks Canada). The Rouge Park will be identified in the Town's new Official Plan. Rouge Park trails and Town trails are being planned in an integrated manner.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
175	Explore opportunities for heritage interpretation of natural features, First Nations, and human settlement in Rouge Park.	✓	✓	✓	Planning	2012-2014		✓		Heritage interpretation will be further undertaken through the Rouge North Consolidated Management Plan (Rouge Park) and Parks Canada.
176	Work with the Rouge Park Task Force to implement the Heritage Appreciation and Visitor Experience (HAVE) Plan to further enhance and celebrate the heritage features of the park.	✓	✓	✓	Planning	ongoing	✓			This will be included as part of the Rouge Park Implementation Plan.
	Goal 9c: Building on Markham's Strengths in Arts, Culture and Heritage									
177	<i>Develop a Cultural Plan, "Building a Creative Markham", by 2011 (see also recommendation 11). The Plan (which, once completed will form an addendum to the Integrated Leisure Master Plan) shall include the following elements:</i>	✓								
177a	an inventory of unused buildings, heritage properties (e.g., Silver Mill) and public spaces that can potentially be used to build on the cultural infrastructure of Markham;	✓			Culture	2012		✓		We are conducting interviews and surveys. Hubs workshops were completed in February 2011. Report to Council in June 2012.
177b	a review of the need for a large venue with seating capacity in the range of 1,500 to 6,000 seats; and	✓			Culture	2013	✓			Included in Culture Plan. Will be review of heritage properties, inventory of unused building. Will be Phase 2, 2015+.
177c	strategies for the provision of multi-purpose and multi-disciplinary cultural centres for activities such as arts and crafts, performances, and community exhibits.	✓			Culture	2012		✓		Funding request in 2013 to undertake proposed preliminary research of larger performing. Workshops were conducted in February 2011 to determine the community interest in this concept. Further discussions need to take place to determine next steps. Research being conducted with Markham Arts Council to explore Public / Private Partnerships as they become available.
178	Continue to develop Markham's cultural venues as places of knowledge and entertainment in the sectors of expertise within the community.	✓	✓	✓	Culture	2012		✓		Strategic Plan for Theatre completed. Council approved in Dec 2011. Gallery Strategic Plan to be completed in 2012.
179	Continue to develop and build the cultural capacity and infrastructure in Markham to keep pace with growth and needs through strategies and collaboration.	✓	✓	✓	Culture	2012		✓		This will be addressed in Cultural Plan
180	Contribute to place making efforts and building social capital through public art and development of public realm policies and strategies.	✓	✓	✓	Culture	2012		✓		Culture is part of Public Realm work team.

Ref. #	Recommendation Description	Proposed Timing				Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+							
181	Continue to work with Economic Development on Creative City strategies that reflect the excellence and quality cultural experiences in Markham.	✓	✓	✓		Culture	2011		✓		In 2011 involved in IIFA business forum. This will be addressed in the Culture Plan
182	Align planning and service delivery with the neighbourhood-based approach and the development of creative hubs.	✓	✓	✓		Culture	2012		✓		Part of community engagement project. See #77.
183	Explore alternate revenue generation approaches for creating a funding stream for cultural infrastructure.	✓	✓	✓		Culture	2012		✓		Research as part of Culture Plan
184	Position and promote the Civic Centre and surrounding assets as a cultural centre for Markham.	✓	✓	✓		Culture	2012	✓			This will be addressed in Cultural Plan and as part of the Civic Centre Site Plan that will be initiated in 2012 to address the development of the site to host large events and as part of the Public Realm initiative.
185	Support the development of a Special Event Policy for the Town of Markham.	✓				Corp. Comm.	2012		✓		Work is currently underway to develop a Special Event Policy which will identify Roles and Responsibilities, funding models and an understanding of the level of support the Town provides for community events.
186	Seek opportunities for the re-use and renewal of heritage properties in Town of Markham ownership.	✓	✓	✓		Heritage	ongoing		✓		Currently seeking re-use opportunities for Silver Mill and Daniels-Fairly House
187	Preserve the heritage attributes of heritage properties in Town of Markham ownership through regular maintenance and restoration.	✓	✓	✓		Heritage	ongoing		✓		Asset Management is working with heritage staff to implement regular maintenance and restoration on Town owned properties. Extensive funding has been given to the Silver Mill.
188	Continue to identify and create heritage conservation districts to protect and celebrate special heritage areas in the community.	✓	✓	✓		Heritage	ongoing		✓		Buttonville Heritage District was officially created in June 2011. Council has provided funding in 2011 to initiate Victoria Square Heritage District Study

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
189	Continue to preserve and protect heritage properties within the Town of Markham through heritage financial assistance program such as grants, loans and rebates.	✓	✓	✓	Heritage	ongoing		✓		Council continues to fund the Loan Program, the Property Tax Reduction Program, Commercial Facade/Signage Grants and year 3 of 4 of the Designated Property Grant Program.
190	Continue to use the "Markham Remembered" interpretive plaque program to celebrate and tell the stories of historical sites, people and events throughout the community.	✓	✓	✓	Heritage	ongoing				As opportunities arise, staff obtain MR interpretive plaques as a condition of development approval.
	Goal 9d: Libraries as Learning Places - where Markham's communities come together to imagine, learn and grow									
191	Markham Public Library should continue to implement its balanced scorecard Strategic Plan, invest in key strategies and projects, improve the customer experience, and seek efficiencies throughout its operations.	✓	✓	✓	Library	Ongoing		✓		Completing new strategic plan for Fall 2012. Includes public & staff consultation using balance score card approach. Marketing & commercial plan will be developed by end of Q4.
192	Align library service planning and delivery framework with the proposed neighbourhood-based approach.	✓	✓	✓	Library	ongoing		✓		Assigning responsibility for staff for this function.
193	Ensure that library building programs in areas of residential intensification respond to needs for alternative community spaces for study, children's play, and social activities. Consider partnerships as a means of delivering such alternative community spaces.		✓	✓	Library	2015+	✓			Identified as a Library Board priority. Areas such as Burtonville, Langstaff, 404 / Steeles and Markham Centre, 2nd Phase of Plan 2015+
194	Support sustainability and prioritize lifelong learning -- "mental fitness" -- as objectives for library programs and services.	✓	✓	✓	Library	Ongoing		✓		Learning place program.
195	Continue to develop the Library's place making role, with branches that foster a sense of community and stability, and offer an inclusive community gathering place.	✓	✓	✓	Library	Ongoing		✓		New buildings include increase seating for gathering space for community use.
196	Continue to implement self-service technology to improve customer convenience, keep pace with growth in material flow, and find operational efficiencies.	✓	✓	✓	Library	Ongoing			✓	C3 Implementation at Angus Glen & Milliken. All branches have self serve checkout.
197	Continue to implement merchandising strategies (e.g., C3™ - Customer Centred Classification) to provide customers with better access to library materials.	✓	✓	✓	Library	Ongoing		✓	✓	C3 Implementation at Angus Glen & Milliken. All branches have self serve checkout.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
198	Continue to develop the Virtual Branch concept, which provides 24 hour and 7 day per week access to virtual information resources. This strategy enables the library to serve customers at home, school or work, and provides a customer service option that helps to relieve some of the pressure on physical infrastructure and staff resources.	✓	✓	✓	Library	Ongoing		✓		Identified as a 2012 project.
	Goal 9e: A Vision for Sport Development									
199	In partnership with the Markham Sports Council and other stakeholders, develop a Sport Vision and Strategy to establish goals and initiatives aimed at enhancing athlete and skill development and to guide the roles and responsibilities of all parties involved in community sport development.	✓			Recreation	2014	✓			Terms of reference and work plan to be developed in Q4 2013 with report finalized in 2014.
200	Continue to develop and build the sport and recreation capacity and infrastructure in Markham to keep pace with growth and needs through strategies and collaboration with community-based sports groups.	✓	✓	✓	Recreation	ongoing		✓		The Pan Am facility and Sport Park is an example of this.
201	In concert with the Markham Sport Council, sport delivers and support organizations, coordinate an annual forum to discuss the Sport for Life Model and its implications and application in Markham, with a view to creating one vision for sport development, sport for life principles and inclusiveness, and with each organization in the collective playing a contributing role to athlete development and lifelong sport involvement.	✓	✓	✓	Recreation	2014	✓			This will be part of the Sport Strategy.
202	This Integrated Leisure Master Plan should be used as a resource in developing Markham's 10-year capital plan.	✓			Finance/CFS	2011			✓	The Integrated Leisure Master Plan has been included in the development of the 10 year capital plan which finance has recently completed. Finance staff have reported out on this.
203	Markham should continue to seek partners and alternative funding mechanisms to supplement existing resources and to enable full implementation of the Integrated Leisure Master Plan's capital program.	✓	✓	✓	CFS	ongoing		✓		Staff continue to look for opportunities for partnership to support the Integrated Leisure Master Plan. To date the most significant partnership was through Infrastructure Program with funding from Federal/Provincial for: Thornhill CC & Library Expansion, St. Roberts Soccer Dome, Civic Ice Rink, Angus Glen Tennis and the Markham Pan am Centre.

Ref. #	Recommendation Description	Proposed Timing			Lead Department	Projected Completion Date	Not Started	Underway	Completed Project	Comments
		2010-14	2015-19	2020+						
204	Implement a system for the regular monitoring and reporting on the progress of the Integrated Leisure Master Plan.	✓	✓	✓	CFS	ongoing			✓	This annual status report will be forwarded to Council.