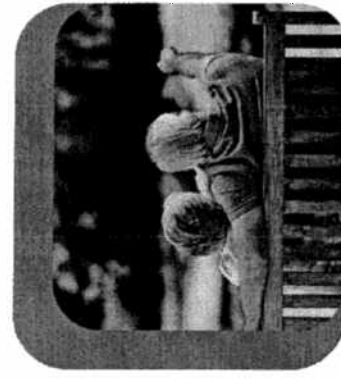
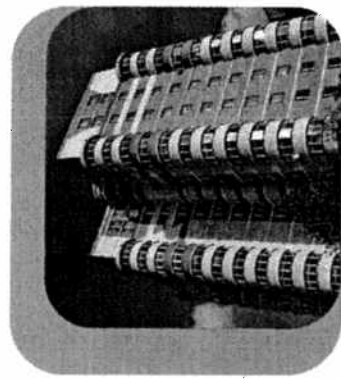
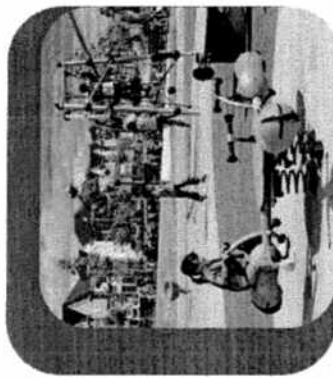
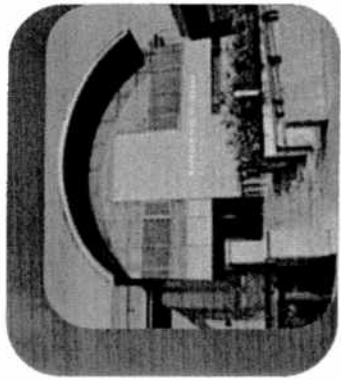


MARKHAM COMMUNITY INFRASTRUCTURE STRATEGY

BACKGROUND REPORT

October 7, 2011

Prepared By:



SHS CONSULTING
POLICY • RESEARCH • COMMUNITY DEVELOPMENT

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EXECUTIVE SUMMARY

The purpose of the Town of Markham's Community Infrastructure Strategy is to provide a framework for the Town to support the provision of community infrastructure for Markham's residents through 2031. The intent of this strategy is not to establish needs and priorities for the community. This has already been defined through the Town's Integrated Leisure Master Plan for those types of community infrastructure provided by the Town. The needs for other types of community infrastructure are defined by other key stakeholders identified in this report. Rather, the focus of this study is to define a framework to improve upon existing processes to ensure that community infrastructure stakeholders are informed and engaged through the planning process, and in turn can explore opportunities to share resources and improve service delivery.

The Community Infrastructure Strategy represents the Town's response to the Province's 2006 Growth Plan directions for the coordination of community infrastructure planning and challenges faced in planning for growth and complete communities.

The Markham Community Infrastructure Strategy:

- Describes current policy and planning context for community infrastructure in the Town of Markham
- Focuses on the planning and provision of community facilities in Markham that accommodate and promote community services and networks
- Outlines the current roles and responsibilities for different types of community infrastructure planners and providers in the Town
- Identifies a framework and strategic directions to ensure the coordinated provision of community infrastructure in Markham through 2031

Key Messages

Over 46 representatives from over 20 different agencies were consulted in the development of Markham's Community Infrastructure Strategy. These consultations identified four key messages around the provision of community infrastructure in Markham.

Growth and Intensification

Responding to growth in Markham requires new ways of planning and doing business in the Town and beyond. New forms of development require new models for providing needed facilities and services to residents. Processes of intensification are challenging traditional standards for the provision of many types of community infrastructure. At the same time, intensification is increasing the pace and at which decisions are made on how Markham's communities will be developed.

There is both a need to change the way planning is done to respond to Markham's new land use and development context and also an urgency to define community infrastructure interests in new communities today to ensure adequate provision in the future.

Education and Information

Markham's policy framework supports and provides new opportunities for coordinated community infrastructure planning in Markham. Capturing these opportunities requires education and information sharing among a wide range of stakeholders involved in the provision of community infrastructure in Markham. However, there is a need for all stakeholders to better understand the mandate,

interests and current activities of each department or agency to ensure adequate provision and identify greater opportunities for sharing of resources.

Financing Community Infrastructure

Growth and the process of delivering community infrastructure are challenging existing funding models for certain types of infrastructure. New approaches to land use planning and design present new fiscal considerations, including the cost of land, increased and different design standards, changes to service and operations, as well as ongoing maintenance.

Community infrastructure providers indicated that the current funding and delivery mechanisms available for community infrastructure do not demonstrate a long-term sustainable funding model for the provision of community infrastructure in Markham. There is an opportunity to consider potential financial requirements for the development of community infrastructure facilities, the review of established funding models and the expanded use of collaborative financing options to meet the needs for community infrastructure in Markham's communities now and in the future.

Strengthening the Planning Process

The local land use and development process presents an important interface where the many interests, agencies and stakeholders involved in the provision of community infrastructure can come together at different times and in differing degrees.

While a number of community infrastructure stakeholders are already involved in local land-use planning and development, the involvement of others is limited and may be less effective than it could be. There is interest in building upon the existing land use and development process to more formally support the needs, interests and activities of some community infrastructure stakeholders. This would provide more opportunities for the sharing of information and cooperation in the provision of facilities when and as needed.

The Framework

A framework for community infrastructure planning in Markham was developed in response to these key messages and best practices in community infrastructure planning.

The framework identifies a series of opportunities to build on existing processes and protocols between the land use planning process and community infrastructure

stakeholders. It identifies new tools to complement current practices and enhance the ability of the Town to respond to the changing needs for community infrastructure in Markham.

A Strategy for Markham

This Community Infrastructure Strategy represents Markham's response to provincial growth directions and serves to support the Town's strategic directions to manage growth and ensure the provision of community infrastructure for its communities through 2031.

A vision for community infrastructure in Markham was established based on the identified framework and workshops with Town staff and key community infrastructure stakeholders. The vision for the Markham Community Infrastructure Strategy is to:

“Contribute to building integrated and sustainable communities in Markham through the coordinated provision of community infrastructure”

Based on this vision the Strategy identifies the following six strategic objectives and 21 actions to be undertaken by the Town's Development Services Commission in cooperation with the Community and Fire Services Commission and other relevant Town departments to guide the provision of community infrastructure in Markham through 2031.

Provide Leadership in coordinating the planning of community infrastructure to contribute to integrated and sustainable communities

Actions

1. Develop policies in Markham's Official Plan that recognize the value and support the coordinated provision of community infrastructure

Improve Coordination in the planning of community infrastructure to support Markham's strategic vision and priorities

Actions

2. Establish a consultation process with community infrastructure stakeholders for major planning applications
3. Clarify community infrastructure stakeholders' involvement in providing input on development applications and planning studies and build upon existing planning processes
4. Evaluate which recent or upcoming planning applications or studies require Community

Infrastructure Plans in collaboration with various Town Commissions

5. Meet annually to ensure the Community Infrastructure Strategy aligns with the requirements of the Integrated Leisure Master Plan and other strategic documents of the Town
6. Prepare a Community Infrastructure District Inventory for each planning district with input from all community infrastructure stakeholders and the Community/Neighbourhood Teams which is updated on an annual basis
7. Establish a community benefits priority list as part of each Community Infrastructure District Inventory that can be used to assist in negotiating bonuses provisions under the Planning Act (Section 37)
8. Ensure that facility planning in Markham identifies and incorporates the capital and long term operational costs of Town provided community infrastructure

Build Capacity by facilitating participation of all community infrastructure stakeholders in Markham's land use planning process

Facilitate Information Sharing and the education of Markham's community infrastructure stakeholders

Actions

9. Provide support in building capacity of community infrastructure stakeholders to effectively participate in land use planning
10. Evaluate the need to commit staff resources to work together to implement the Community Infrastructure Strategy between the Community and Fire Services and Development Services Commissions
11. Develop a Terms of Reference for a Community Infrastructure Plan that would be required for any new community (Secondary Plan), redevelopment area or major planning application.
12. Promote partnership opportunities and establish a process to maximize existing resources such as community space, funding, staffing and volunteers

Actions

13. Establish a working arrangement with the Region and other stakeholder groups to share information and facilitate the coordination of service in Markham
14. Participate in and contribute to planning exercises undertaken by community infrastructure agencies, which complement the Town's community infrastructure planning (i.e. York Region Human Services Planning Board, etc.)
15. Create opportunities outside of the land use planning process for education and information sharing of current initiatives of community infrastructure stakeholders (i.e. workshops, annual meetings, etc.). This would include one or more workshops on the basics of the land use planning process and development approvals.
16. Include representatives from planning districts and external community infrastructure stakeholders in Community/Neighbourhood Teams to ensure an integrated approach to community infrastructure planning

Adapt to Change by being flexible and responsive to changes in land use (i.e. intensification) and the capital and program delivery models necessary to provide Markham's community infrastructure

Monitor outcomes to ensure that the appropriate infrastructure, services and land use planning requirements are achieved at each phase of development

Actions

17. Support flexibility and adaptability in planning for community infrastructure (i.e. Official Plan, Zoning By-laws, Town-wide strategic documents such as ILMP, etc.)
18. Use Community/Neighbourhood Teams as a forum to investigate specific issues or challenges related to the provision of community infrastructure in Markham
19. Work with the Region and other stakeholders to advocate for the development of complementary senior government policies, processes and funding models
20. Support the continued leadership of the Region in cross-jurisdictional land-use planning projects and Region-wide community infrastructure issues

Actions

21. Establish monitoring protocols for community infrastructure to ensure stakeholders are kept informed of progress and the Town can continue to assess and refine planning tools and established targets for communities

INTRODUCTION

The purpose of the Town of Markham's Community Infrastructure Strategy is to identify and assess the mechanisms to deliver community infrastructure in the Town of Markham and provide a framework for the Town to participate in the provision of community infrastructure facilities that support anticipated growth through 2031.

Community infrastructure is defined as *the lands, buildings and structures that support the quality of life for people and communities by providing public services for health, education, recreation, socio-cultural activities, security and safety, and affordable housing*¹.

This Strategy recognizes that the planning and delivery of community infrastructure is shared by many levels of government, non-profit agencies, and community organizations. The Town of Markham plays an important role in planning and providing for various aspects of community infrastructure. The Markham Community Infrastructure Strategy recommends actions for the Town to support the coordinated provision of community infrastructure.

¹ Ministry of Public Infrastructure Renewal, *Places to Grow: Growth Plan for the Greater Golden Horseshoe (2006)*.

Why a Community Infrastructure Strategy

The 2006 *Places to Grow: Growth Plan for the Greater Golden Horseshoe* (Growth Plan) calls for the coordinated planning and investment of community infrastructure to meet changing needs and to support the development of more complete communities.

The Growth Plan directs that planning for growth in the Greater Golden Horseshoe will account for the availability and location of existing and planned community infrastructure to ensure that it is efficiently and effectively provided. The Growth Plan encourages services planning, funding and delivery sectors to develop strategies to facilitate the coordination and planning of community infrastructure with land use, infrastructure and investment through a collaborative and consultative process.

The Building Markham's Future Together's (BMFT) strategic directions and related studies demonstrate the Town's commitment to planning complete and sustainable communities. Planning for these communities requires the blending of land use and development practices with economic, social and environmental interests. At the same time, the process of intensification in Markham is changing the traditional way planning is undertaken.

This Strategy represents the Town of Markham's response to provincial growth directions and serves to support the Town's strategic directions to manage growth and ensure the provision of community infrastructure for its communities through 2031.

Defining Community Infrastructure

Community infrastructure provides the facilities and services that meet the needs of residents, builds community networks, and enhances the overall quality of life. Community infrastructure can include a broad range of facilities and services that serve the general population or specific groups. These facilities and services provide for children, young people or seniors, as well as groups with special needs such as people with disabilities and specific cultural groups.

The planning of community infrastructure comes together through the provision of the facilities that house and promote a broad range of community services and networks. Under the direction of the Growth Plan community infrastructure includes facilities such as community and recreational centres, arenas, parks, health care and social service facilities, day care centres, seniors' centres, facilities accommodating emergency medical services, fire services, police

services, cultural facilities, places of worship, schools, universities and colleges, libraries and housing.

Each department or agency involved in providing community infrastructure has its own set of planning processes that can be complex and dynamic. As a principal provider and land use authority, the Town of Markham plays a vital role in realizing the development of many of these facilities and, ultimately, the services they provide to Markham residents.

The development of a Community Infrastructure Strategy for Markham focuses on the planning for the *public* facilities that house and promote the provision of community services and networks. It recognizes that the integrated planning of human services plays an important role in how these public facilities may be developed.

Community infrastructure facilities solely provided by the private sector are not included in this Strategy as they are supported by the Town of Markham through existing planning approval processes and land use designations. For the same reason, this Strategy does not address facilities such as places of worship, private schools, private retirement homes, and private office space used to provide public services. Likewise, the provision of hard infrastructure such as transportation is incorporated into the Town's current planning processes

and policy framework through such mechanisms as Markham's Transportation Strategic Plan.

following types of public community infrastructure in the Town of Markham:

Based on the categories identified in the Growth Plan, this Strategy concentrates on the provision of the

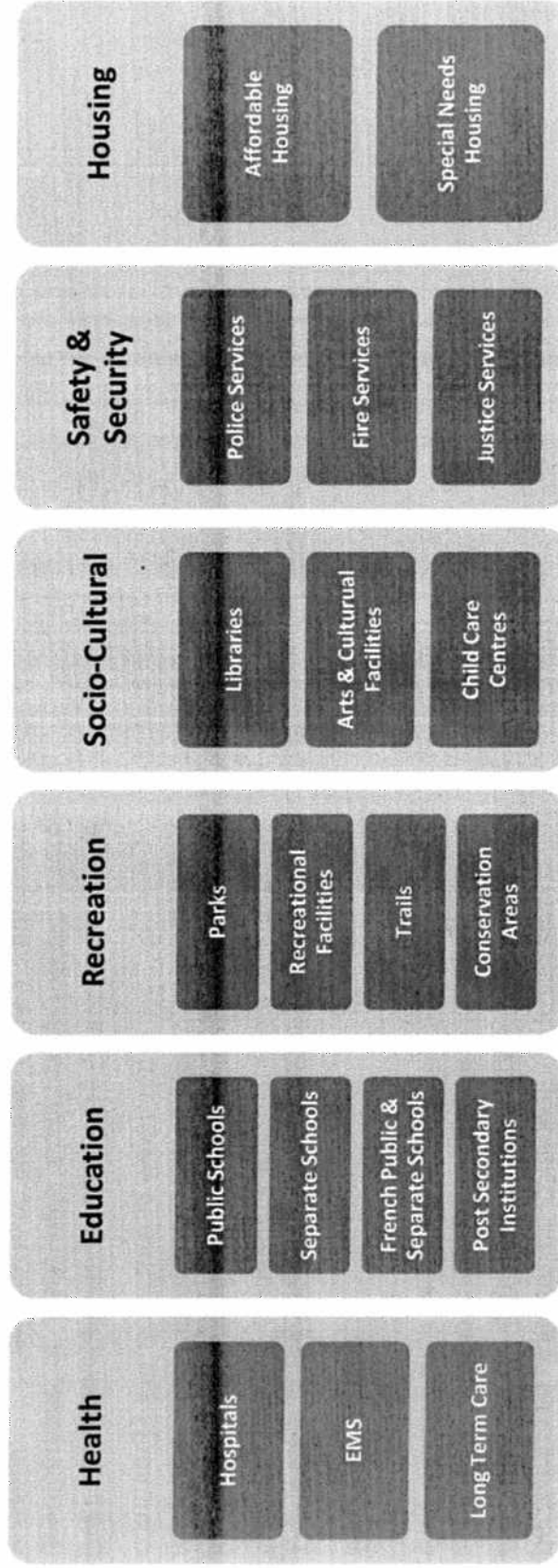


Figure 1.

This Strategy identifies the key public stakeholders involved in identifying the need for each type of community infrastructure; specifically, the Town of Markham, Region of York, Federal/Provincial Governments and other agencies and authorities. Depending on their role, these agencies may also serve to identify publicly funded providers or umbrella

organizations that also have a stake in the planning, funding and provision of community infrastructure facilities or services in Markham. These include groups such as child care, housing and long term care providers.

Strategy Development

Markham's Community Infrastructure Strategy has developed over two phases.

Phase 1

The first phase included defining the scope of Markham's strategy, identifying principal providers, partners and funders of community infrastructure in Markham and conducting consultations with key community infrastructure stakeholders to learn how they identify their facility needs.

Phase 2

The second phase included reporting on key findings and further engaging community infrastructure stakeholders in the development of a strategic framework for Markham in support of coordinated planning of community infrastructure in Markham.

Over 20 stakeholder groups were consulted in the development of Markham's Community Infrastructure Strategy. Consultations included key informant interviews for each type of community infrastructure identified and a series of workshops with Town staff and representatives from the identified community infrastructure agencies and authorities. A list of those

consulted in the development of this Strategy is provided in Appendix A.

This Strategy outlines the current roles and responsibilities for different types of community infrastructure providers in the Town, identifies opportunities for integrating community infrastructure planning processes, and establishes a framework for the provision of community infrastructure in Markham through 2031.

MARKHAM TODAY

The Town of Markham has undergone considerable demographic change in the past 20 years. Its population has experienced significant growth; the proportion of older people in Markham is increasing while Markham continues to remain family-oriented. Additionally, the ethnic composition of Markham's population has shifted with visible minorities comprising the majority of the population in Markham.

In addition to demographic changes, Markham is also experiencing major policy shifts such as Markham's Preferred Growth Alternative, the Integrated Leisure Master Plan, Greenprint Sustainability Plan, Diversity Action Plan, and the Markham Transportation Strategic Plan. Each gives important directions for how Markham will grow and provide for the needs of its residents. These demographic and policy changes offer context for a coordinated approach in the provision of community infrastructure to address the needs of Markham's current and future communities.

This section provides an overview of the changes that are occurring in Markham and the Town's plans to address these changes.

Demographic Changes

From 1991 to 2006, the Town of Markham experienced a 70.1% increase in its population. This high population growth rate is expected to continue, increasing by approximately 62% from 2006 to 2031. Markham is expected to have a population of 423,500 by 2031. Like most areas across the province, Markham is experiencing an aging of the population which is expected to continue over the next 20 years, with the population aged 55 years and older projected to increase by 48.1% and represent approximately one-third of the total population by 2031.

In spite of the increasing proportion of seniors in the Town, Markham continues to be a family-oriented community with couples with children comprising almost half of all households in 2006. In addition, Markham's population is largely made up of visible minorities, representing 65% of the total population. The Town has approximately twice the percentage of immigrants and first generation Canadians than the provincial average which makes Markham one of the most diverse communities in Canada.

Intensification

The 2006 Growth Plan for the Greater Golden Horseshoe (GGH) directed growth in York Region and Markham

through intensification in current settlement areas. Markham Council approved residential intensification of 60% within the built boundary in order to achieve Growth Plan targets. Council also endorsed a hierarchy of intensification areas throughout the Town that provides an overall direction on where intensification should occur and the amount of development that is appropriate for these areas.

In keeping with Provincial and Regional Growth Plan objectives, much of Markham's growth in recent years has focused on the intensification of its urban growth centres and corridors. This has meant the development of property, sites or areas at a higher density than currently exists rather than through greenfield development. This form of growth is achieved through the redevelopment of developed land, the development of vacant and/or underutilized land within developed areas, infill development and the expansion or conversion of existing buildings. These new forms of growth are challenging traditional approaches to land use planning, development and the delivery of services in Markham.

Markham's urban growth centres represent a significant opportunity for Markham to deliberately plan for the development of more complete communities. Responding to new forms of growth in Markham requires new ways of providing community infrastructure. It impacts the requirements for determining the need for

future facilities, the ways current facilities are used and how additional facilities will be developed and maintained.

Intensification presents a need to understand and coordinate a broad range of stakeholders at different times and in different capacities to ensure the delivery of the facilities required for complete and sustainable communities.

Building Markham's Future Together

Building Markham's Future Together (BMFT) represents Markham's strategic priorities for future planning and action in Markham and its response to provincial growth and planning initiatives. The six priorities of BMFT include:

- Growth Management
- Municipal Services
- Transportation/Transit
- Parks, Recreation, Culture and Libraries Master Plan and Public Safety
- Environment
- Diversity

Through these directions the Town of Markham is committed to a vision for sustainable community growth

to protect natural and cultural heritage, as well as social and economic well-being. At the same time it seeks to deliver the additional infrastructure and services required for new communities. In achieving this direction, Markham intends to work with other levels of government and outside agencies to ensure appropriate services and infrastructure are in place.

The strategic priorities, studies and plans described in the following sections demonstrate Markham's commitment to planning complete and sustainable communities. Together the directions of these initiatives support a coordinated approach to the provision of community infrastructure in the Town of Markham.

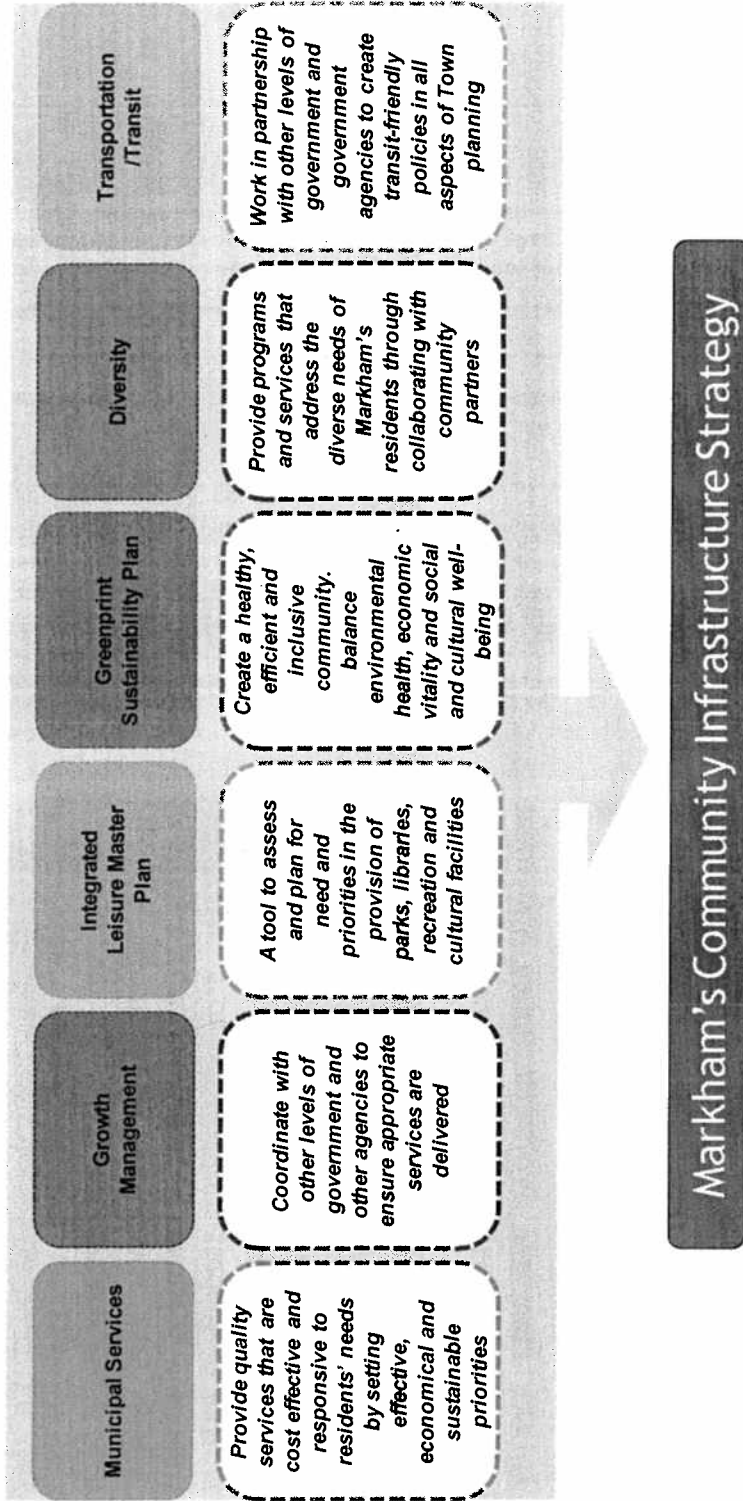


Figure 2.

Preferred Growth Alternative

Markham's Preferred Growth Alternative to 2031 is based on the planning context established by Places to Grow Growth Plan, the Provincial Policy Statement (2005), other Provincial and York Regional plans and legislation, public input and studies conducted by staff and consultants. It identifies population and employment growth in Markham to 2031.

In going forward, the preferred growth alternative will seek to identify the infrastructure and financial requirements to support this anticipated growth. The accommodation of growth is determined with a focus on the existing urban area and an 'environment first' approach. The recommendations of the Preferred Growth Alternative will form the basis of a new Official Plan for Markham.

Integrated Leisure Master Plan (2010 - 2019)

The Integrated Leisure Master Plan (ILMP) sets out to assist decision-makers, stakeholders and the general public in determining needs and priorities for the provision of parks, libraries, and recreational and cultural facilities and services to support active living, lifelong learning and personal growth, physical and mental wellness and quality services. A key strategic

direction for Markham, the Plan highlights the important role Markham plays in providing a wide range of community infrastructure facilities and services.

The Plan established nine primary goals for addressing the challenges and opportunities of Markham's leisure services and facilities. There are 205 recommendations within these nine goals to help ensure community excellence in areas of intensification and play a critical role in building community and increasing social capital.

The Plan recognizes the benefits of planning community infrastructure facilities and services in an integrated way in order to take advantage of limited resources as well as to ensure that the needs of Markham residents are met. The Plan makes a series of recommendations that specifically relate to processes of integrated community infrastructure planning. These include:

- Development Services and Community Services Commissions establish a process through which development applications are jointly reviewed with regard to park and open space, community floor space requirements, and other potential community benefits
- Develop a Partnership Policy that addresses the need for and a common approach to partnership

attraction, relationship management, retention and evaluation

- Develop a place-based Community Building Framework that would allow and plan for a Markham-wide approach to strengthening neighbourhoods and the public realm
- Adopt a standardized system through which the Departments can collaboratively plan and execute a seamless delivery system that would involve mapping socio and economic conditions, areas of potential impact and local assets

These recommendations have resulted in a number of new initiatives in Markham including the development of a Community Engagement Framework, a Community/Neighbourhood Team pilot program and a community-based management model for the Recreational Services Department.

Greenprint Sustainability Plan

Markham's Greenprint Sustainability Plan outlines Markham's Environmental strategic priority. The Plan presents Markham's vision, priorities, strategies and indicators for the creation of a healthy, efficient and socially inclusive community in Markham.

The purpose of the Greenprint is to enhance and build upon existing environmental, economic, social and

cultural initiatives, policies, programs, planning instruments and processes and create a long term, integrated approach that aligns every decision towards a sustainable future. The Greenprint will provide a comprehensive and strategic umbrella under which other initiatives, processes and programs could be coordinated, integrated and informed. The integrated systems approach to implementing the initiatives supports the community infrastructure planning process by seeking to better integrate the roles and responsibilities currently undertaken by various Markham departments.

Markham's Diversity Action Plan

Through its Diversity Action Plan, Markham is committed to removing barriers for seniors, newcomers and visible minorities, youth and persons with disabilities at the Markham. The Plan identifies areas for action to address the needs for each of these groups.

The Plan recognizes affordable and accessible housing, Markham's Parks, Recreation, Cultural and Library services, and partnerships with non-profits and other levels of government as important in serving the needs of the Markham's diverse population. The Plan also identifies that the needs of its population are placing greater demand on services and creating new challenges for service delivery. The Plan recommends expanding

partnerships and information on the changing needs of Markham's diverse communities and neighbourhoods as important in achieving Markham's diversity goals.

Markham's Transportation Strategic Plan

In coordination with the transportation planning and development being undertaken by York Region and Metrolinx, Markham's Transportation Strategic Plan identifies four key opportunity areas for transportation planning in Markham. These include making land use more pedestrian- and bike-friendly, maximizing opportunities for local transit, optimizing transportation infrastructure to manage travel demands, and continuing to promote liveable communities.

Improved coordination in the provision of the community infrastructure will assist the Town in optimizing its transportation investments and manage travel demands while ensuring the accessibility of community facilities and their services for residents.

ROLES & RESPONSIBILITIES

The planning for community infrastructure in Markham is a complex web of different roles, responsibilities and relationships. The following sections identify the roles and responsibilities of the different agencies and authorities involved in planning specific types of community infrastructure in the Town of Markham today. The following sections provide information on each agency's planning approaches, existing relationships and current challenges. The specific roles and responsibilities of each agency vary depending on the type of community infrastructure being provided and the area being planned.

The following diagram identifies the agencies that play a key role in the provision of different types of community infrastructure in Markham. In some cases more than one agency plays a key role in the planning for particular facilities. In other cases, the processes undertaken by certain agencies related to the planning and provision of particular types of community infrastructure remains unclear.

Certain departments or agencies serve as funders or approval authorities rather than providers of any particular type of community infrastructure. Instead of identifying the need for particular facilities, they play a coordinating or supportive role in the provision of community infrastructure.

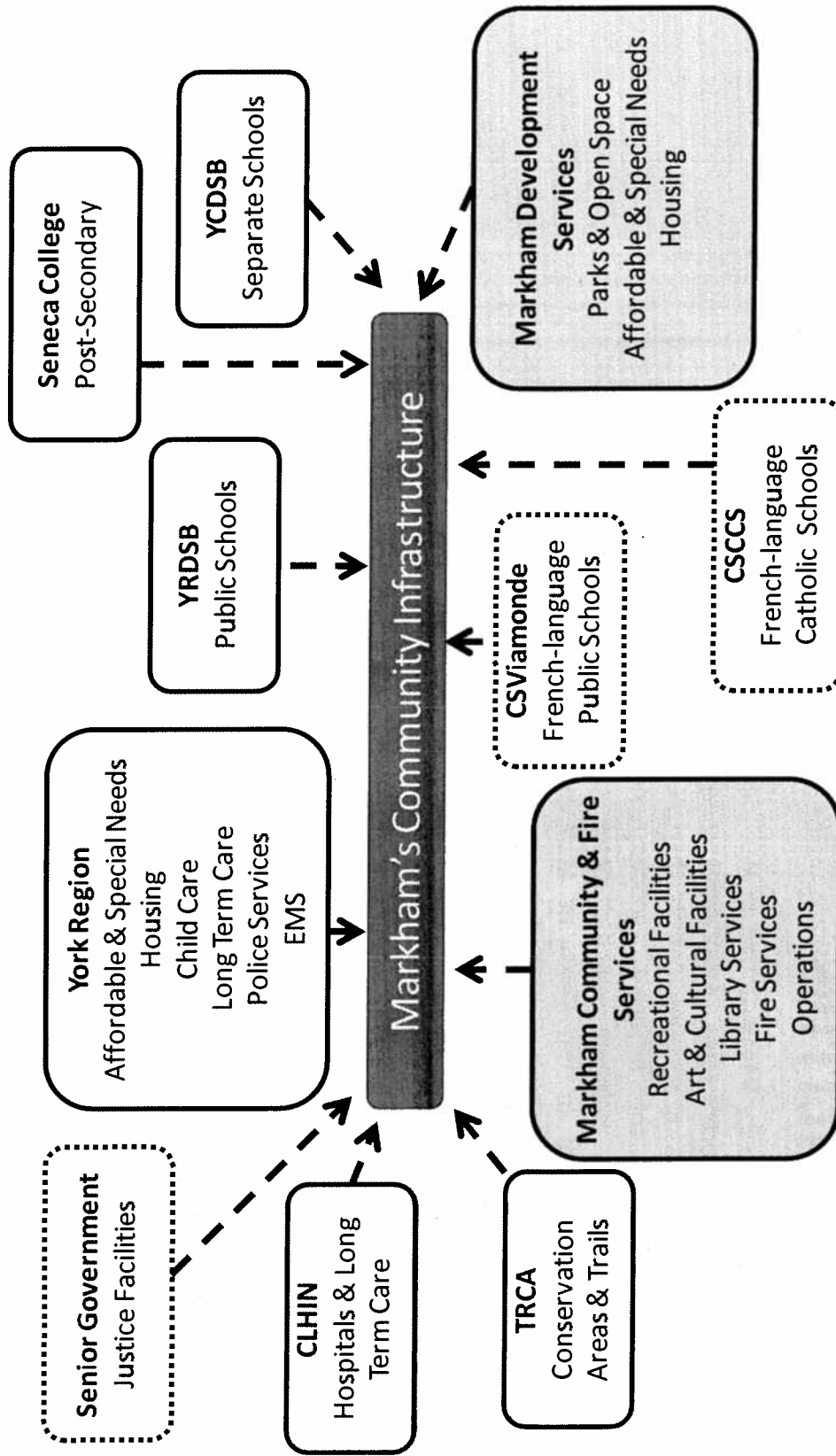


Figure 3.



TOWN OF MARKHAM

The Town of Markham is responsible for the provision of a large proportion of community infrastructure facilities and services. In this role Markham undertakes much of the planning for community infrastructure in Markham. In addition, as the primary land use development authority for the area, Markham plays an integral role in coordinating the development of all community infrastructure.

There are currently two Commissions within Markham that are involved in the planning and provision of community infrastructure facilities:

- Development Services Commission
- Community and Fire Services Commission

These departments are responsible for identifying the need for particular community infrastructure facilities or services. Some of these departments undertake regular planning exercises to assess needs, while others draw on the findings of special projects, such as the Integrated Leisure Master Plan to inform their planning directions.

In addition to demographic changes, Markham is also undergoing a change in built form resulting from processes of intensification. Many areas within Markham are seeing higher density and more urban form

development, as well as infill. These changes in built form are influencing the planning and provision practices of community infrastructure facilities in Markham. These changes are presenting both opportunities and challenges to the delivery of community infrastructure particularly in terms of how and when the need for facilities is identified.

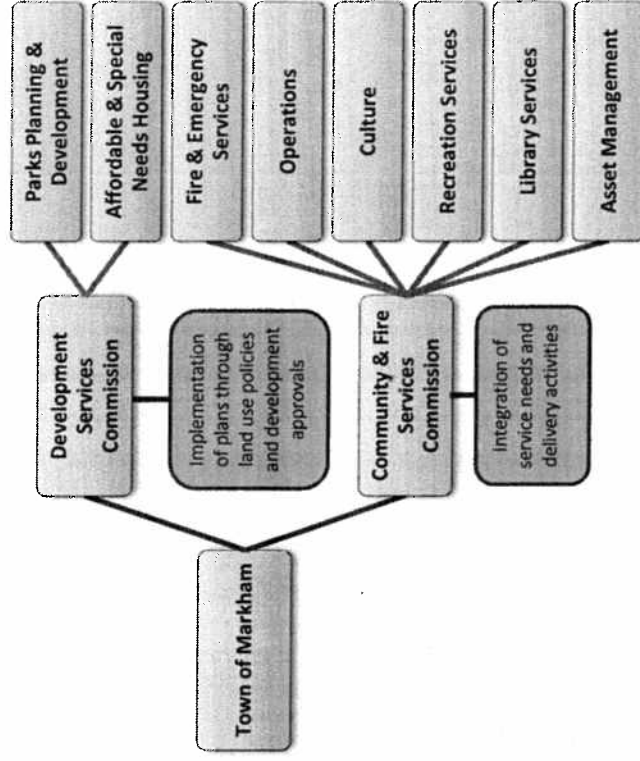


Figure 4.

The following sections outline the current processes and findings, including information on funding and other planning considerations that are related to the planning and provision of specific types of community infrastructure by department. Appendix B provides a map of the existing community infrastructure facilities in Markham where data was available.

Development Services Commission

The Development Services Commission is responsible for the development and implementation of policies, regulations and guidelines to direct the form and character of development. The four operating departments within the Commission are: Building Standards, Economic Development, Engineering, and Planning and Urban Design.

The work of the Planning and Urban Design Department includes long range strategic planning and current development control, formulation of plans and policies related to land use, development, urban design and growth management. In terms of community infrastructure, the responsibilities of this department include the development of policies and plans that relate to affordable and special needs housing within Markham and the planning of parks and open spaces. As well, this department plays a role in the implementation of plans for other types of community

infrastructure through land use policies and development approvals.

Parks Planning and Development

Parks Planning and Development is responsible for the design of new and existing parks. Provision rates for parks are established by the Planning Act and enacted through Markham's Parkland Dedication By-law. The general location and size of a park is identified at the Secondary Plan stage and further refined through the Community Design Plan. The actual detailed design of a park occurs through the approval of a Master Park Plan. Different Town departments are asked to comment on these plans as they are developed.

Parkland or cash-in-lieu of parkland is generally acquired through the subdivision approval or site plan approval process.

The Integrated Leisure Master Plan recommends the development of a Parkland Acquisition Strategy to help ensure that Markham will be able to secure parkland to meet future community needs. This is important as it will become increasingly difficult to secure larger tracts of land as Markham grows.

Housing

The Planning Department is responsible for both policy formulation and implementation of housing including affordable and special needs housing.

Current policies include affordable housing and special needs housing as potential community benefits under Section 37 bonusing provisions. These policies are implemented by the development planners through the land use development approval process.

The Policy and Research Group has completed a study on affordable and special needs housing. This study has led to the development of a framework document which outlines targets and policies for the new Official Plan that will encourage this type of housing in Markham. The Group is currently working with a Technical Advisory Committee to review the affordable and special needs strategy framework and make recommendations for new Official Plan policies. In addition, the Policy and Research Group is conducting a review of policies that relate to shared and supportive housing. The policies that will be developed as a result of this review will also be incorporated into the updated Official Plan.

Community and Fire Services Commission

The Community and Fire Services Commission oversees the provision of a broad range of municipal services in

Markham. The Commission is composed of a number of departments that are charged with the provision of community infrastructure facilities in Markham. These are:

- Culture
- Recreation Services
- Markham Public Library
- Fire and Emergency Services
- Operations
- Asset Management

The community infrastructure facilities provided or supported by these departments are primarily funded by Markham in a number of ways including development charges, operating and capital budgets, and user fees. Grants, donations, subsidies and partnerships also help fund these community infrastructure facilities. The development of parks is funded through parkland dedication and development charges while the maintenance of parks is funded through the operating budget. In addition, the Town may be able to secure community benefits through the use of Section 37 contributions through specific development projects that could include some of these facilities.

The Commission plays an important role in integrating the various service related activities of its departments including operations related to parks as well as asset management. Markham's Integrated Leisure Master

Plan and established service delivery relationships with outside agencies such as schools boards and the Region's Community and Health Services Commission reflect the Commission's coordinating position in the provision of community infrastructure in Markham. The following provides a detailed description of the departments within the Commission that play a key role in the provision of different types of community infrastructure in Markham.

Culture

The Culture Department is responsible for the planning and provision of cultural facilities within Markham, including the Art Gallery, Markham Museum and the Theatre for Performing Arts.

The Integrated Leisure Master Plan provides an overview of Markham's culture directions. The Culture Department is currently developing a ten-year Culture Plan to identify and assess Markham's cultural facilities and assets, and better integrate cultural planning into the built and social environment. Unlike some other facilities provided by the Commission, cultural facilities are not funded through development charges.

Recreation Services

The Recreation Services Department is responsible for the provision of recreation facilities in Markham. The

Integrated Leisure Master Plan provides an assessment of Markham's current recreational facility needs. These include: indoor and outdoor recreation facilities, such as community centres, soccer fields, tennis courts, cricket pitches, and pools.

The need for recreational facilities is generally based on a process of reported participation rates, resident surveys and community advocacy. There are currently no set provision strategies for different types of recreational facilities in specific areas of Markham. A lack of provision standards or strategies presents challenges in anticipating the need for facilities in new development areas, particularly those under intensification.

A number of Markham's recreation facilities are currently co-located with other community infrastructure facilities, such as Markham Stouffville Hospital Health and Wellness Campus, the YMCA Rudy Bratty Centre, Bill Crothers Secondary School (soccer field) and St. Robert Catholic High School (indoor soccer field). These projects reflect partnerships with other Town departments, such as library services, as well as the regional school boards, non-profit agencies and Markham Stouffville Hospital.

In response to the recommendations of the Integrated Leisure Master Plan, the Recreation Services Department has taken the lead in developing and

instituting a neighbourhood-based service delivery system. This process has included the development of a Community Engagement Framework that can be used Town-wide to engage community and neighbourhood stakeholders in the planning and delivery of facilities and services.

Recreation Services is currently undertaking a pilot Community Engagement Exercise in the Milliken community of Markham. The exercise is based on the establishment of a Community/Neighbourhood Team that includes representation from the community, Town staff, Regional agencies, and York Region school boards, and is currently focused on the development of Markham's Southeast Community Centre and Library.

Markham Public Library

The Markham Public Library is responsible for the provision of library facilities in Markham and is governed by a Board which is made up of twelve to fifteen members, three of whom are members of Council and the rest are citizen appointees.

The Integrated Leisure Master Plan captures the library's ten-year resource allocation strategy for library facilities. These strategic plans are based on household surveys, census data, population projects and leisure trends. It also references industry per capita standards for library space requirements.

Existing partnerships with other community infrastructure providers have resulted in the co-location of library services at the Angus Glen Community Centre and Library, the Thornhill Community Centre, Milliken Mills Community Centre and the planned Markham Stouffville Hospital Health and Wellness Campus.

Fire and Emergency Services

Markham Fire Services is responsible for public education programs, fire suppression and fire prevention. This includes the enforcement of the Ontario Fire Code and the Fire Protection and Prevention Act and fire investigations. In addition, the department is also responsible for reviewing plans of subdivision, site plans and building permit drawings for compliance with the Provincial Fire Code.

The department's operations are based on a 2001 deployment study which specified a nine-station system. These deployment studies are revisited every four years. In general, needs are based on the required level of service, travel time, fire prevention officers, local need and knowledge of the community.

The Fire Services department is currently developing a Fire Master Plan based on projected growth and growth management strategies developed by Markham. This has a five to ten year horizon and will identify needs, project timelines and budgets.

There are currently seven fire stations and one training facility in Markham. Fire services shares its operations with Region of York Emergency Medical Services at its Riviera Drive location. The department is interested in continuing to build relationships with all relevant Town departments and outside agencies.

Operations

The Operations Division is responsible for a number of Markham's facilities and services including, roads, asset management and maintenance of parks and open space. The role of the department focuses on the delivery of both soft and hard infrastructure once the need for particular facilities or services are identified. They are responsible for the long-term provision of Town-owned community infrastructure. The processes of identifying need and the planning of new facilities is undertaken by other departments.

The Operations department is also responsible for implementing the terms of shared use agreements between different community infrastructure providers and/or facilities.

Currently there is no process for identifying the long range maintenance, servicing and staffing needs of the Department to provide for different types of community infrastructure by Markham. Continued growth and processes of intensification are challenging established

approaches to the delivery of the services required by the new infrastructure being planned.

Asset Management

The asset management team develops and implements corporate asset management strategic plans that address growth, risk management and sustainability. The department is charged with optimizing the life cycle value and performance of Markham's assets while continuing to improve service delivery and customer satisfaction. The primary role of this department is to build and renovate Town facilities.

The department manages corporate inventories of infrastructure, facilities and fleet. It conducts life-cycle and condition assessments and business process mapping. The department maintains databases of information on the maintenance needs for Markham's infrastructure, fleet and facility. It also manages 111 Town-owned buildings.

YORK REGION

As the designated System Service Manager for a range of community and social services, York Region is directly involved in the planning and provision of community infrastructure related to:

- housing
- child care
- long term care
- emergency services

There are two departments that are involved in the provision of community infrastructure, Planning and Development Services and Community and Health Services.

The following sections outline the current processes and findings related to the planning and provision of specific types of community infrastructure by department and branch.

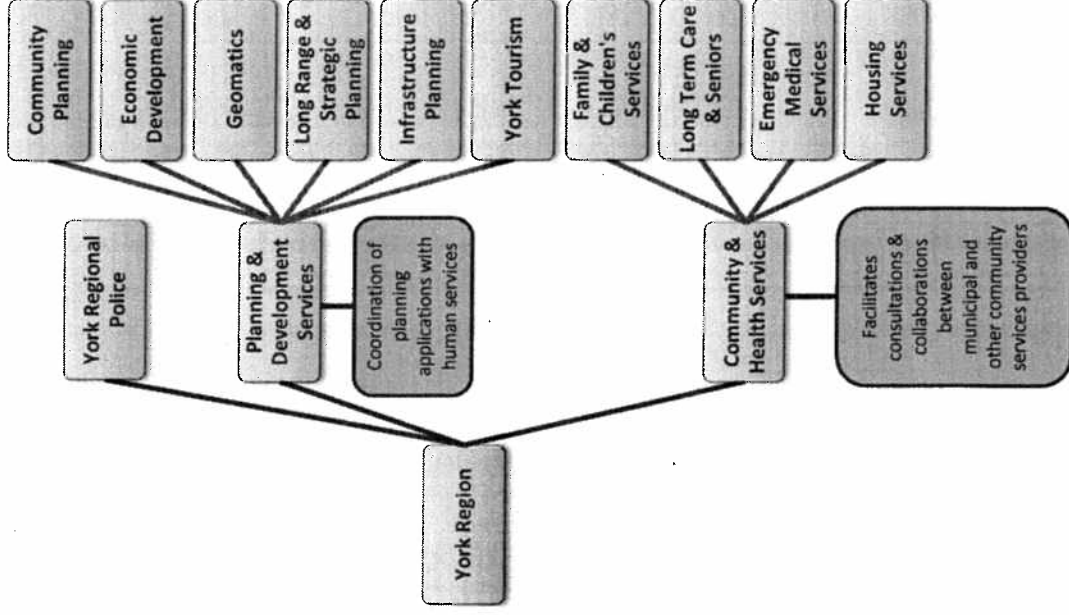


Figure 5.

Community and Health Services

The Community and Health Services Department has several branches that relate to the planning of community infrastructure in Markham. These include:

- Family and Children’s Services
- Long Term Care and Seniors
- Emergency Medical Services
- Housing Services

The Community Services Department recently prepared its first Multi-Year Plan (5 year plan for the combined departments of Community Services and Housing and Health Services). This plan was developed to help more proactively identify and respond to emerging and/or pressing human services issued faced by residents of York Region who use programs and services, as well as help prioritize where new investments are needed most.

The Community and Health Services Department also hold quarterly Department Heads meetings, which include representatives from each municipality. This provides a venue for Community Services Department Heads to consult, collaborate and keep one another informed of issues surrounding the delivery of community infrastructure.

The following section provides an overview of the current role of each branch within Community and

Health Services in the planning and provision of certain types of community infrastructure.

Family and Children’s Services Branch

Child care facilities and services are the responsibility of the Region’s Family and Children’s Services Branch of the Community and Health Services Department. There are 126 licensed child care centres in Markham with approximately 8,300 spaces.

A Child Care Service Plan, which is updated yearly, identifies the need for child care facilities. This need is based on population growth, the changing demographic composition, and trends in the labour force. The Region provides operating subsidies but capital funding for this service is a challenge as the funding received from the Province is sometimes unpredictable. This results in an extremely long wait list for child care spaces in York Region.

Long Term Care and Seniors Branch

The Long Term Care and Seniors Branch is responsible for the provision of long term care and seniors services in the Region.

The Region is currently developing a Seniors Strategy that will help identify needs, including the need for long term care, in the community. The Region operates two long term care facilities, one in Newmarket and one in

Maple. It is also aiming to locate more facilities in communities throughout the Region.

Long Term Care homes can be either publicly or privately owned and operated. The Ministry of Health and Long Term Care provides a per diem funding for these beds based on need assessments undertaken by the Central Local Integrated Health Network (LHIN). There are currently five long term care facilities in the Town of Markham.

Emergency Medical Services (EMS)

York Region EMS provides basic and advanced life support, emergency and non-emergency medical care and transport of the ill and injured in York Region. There are 18 Paramedic Response Stations located in York Region from which 24 ambulances and six Paramedic Response Vehicles are deployed.

The need for EMS facilities is based on historical trends and projected growth. EMS has a ten year capital plan and they are currently developing a more proactive model to determine the needs across the Region. EMS facilities are funded by development charges and taxes in addition to funding from the Province for their operations.

EMS and Markham's Fire Services share a facility at Riviera Drive. EMS has indicated that from a service perspective this is not the most ideal situation in that in

an emergency call you will have two groups leaving from the same location. From a service delivery standpoint EMS indicated that it is better to be dispersed throughout the community. In other municipalities they have co-located in community centres and would like to pursue that with Markham. In addition to the facility on Riviera Drive, there are two other facilities in Markham, one of Church Street and one on Main Street in Unionville.

Housing Services

The Housing Services branch is responsible for:

- determining and forecasting housing needs in the Region while the individual municipalities undertake housing needs assessments to identify local needs (e.g. Markham's Affordable and Special Needs Housing Strategy)
- administering housing and homelessness programs

The Region currently manages 1,089 units of affordable housing in Markham, including rent-geared-to-income (RGI) and market housing. It also maintains a centralized wait list for social housing applicants.

Social/affordable and special needs housing is primarily funded by regional, provincial, and federal funding programs while local policies and planning processes are

integral in encouraging the development and location of these types of housing.

The Region is currently reviewing its process for the development of social housing projects, including the possibility of co-locating other community infrastructure services within social housing buildings.

Police Services

York Regional Police Services provides police services in the Town of Markham. They have a ten-year Capital Plan and are required to maintain a three-year business plan that includes a portion on facility needs. These studies are generally informed by workload and staffing deployment plans that are based on calls for service analysis, population and growth patterns and police to population ratios.

York Regional Police Services are currently reviewing their facility planning process. They hope to incorporate long-term planning for police services and facility needs into the Long Term Accommodation Strategy currently being developed by the Region. They are also looking at more community based models for the delivery of police services and have indicated an interest in partnering with Markham.

Planning and Development Services

York Region's Planning and Development Services Department includes:

- Community Planning
- Economic Development
- Geomatics
- Long Range and Strategic Planning
- Infrastructure Planning and
- York Tourism

The Community Planning branch of the Planning and Development Services department is responsible for reviewing and making recommendations on a number of planning applications to ensure compliance with Regional Official Plan policies including:

- amendments the Regional Official plan
- amendments to local municipal Official Plans.
- Comments on plans of subdivision, and condominium applications
- Comments on site plan applications (abutting Regional Roads)

The Community Planning branch also ensures coordination between development phasing and critical infrastructure through the coordination of activities among the Regional departments and key stakeholders including local municipal staff and related agencies, development industry representatives and the public.

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This role includes the circulation of local Official Plans, amendments and secondary plans to the Region's community services departments for comment. The senior planners in the Region's Community Planning Branch act as team leads in coordinating planning applications with human services.

OTHER AGENCIES

There are a number of outside agencies that support or plan for specific types of community infrastructure within Markham. The following sections outline the current role that these agencies play in the planning and provision of certain types of community infrastructure.

York Region District School Board (YRDSB)

York Region District School Board is responsible for the provision of public educational facilities in York Region. Public schools are non-denominational educational facilities from kindergarten to grade 12.

The YRDSB has a capital plan that guides the acquisition and development of school buildings and sites. It is reviewed periodically based on the Board's long-term accommodation strategy and the Board's policies for optimal school sites and permanent enrolment levels. Funding is approved by the Ministry of Education for capital projects based on the Board's capital plan and

current enrolment numbers. The Board is currently reviewing its long term accommodation strategy.

Under the Provincial funding model capital grants are not intended for the purchase of school sites required for growth-related education land costs. The YRDSB collects Education Development Charges to assist with these costs.

The requirement for school sites is identified and protected for through the Secondary Plan process. The site location is further refined through the community design plan (i.e. located next to park, shared fields, etc.) The school site is acquired by the Board at the time of registration of a plan of subdivision.

The Education Act (Ontario Regulation 444/98) provides a disposition policy for school sites deemed surplus by any publicly funded Board. Typically in a surplus situation, the site would be offered to other school boards and if there were no interest the municipality would have the opportunity to acquire the site. If the municipality is not interested in developing the site, the lands are sold back to the developer.

The current model for school site designation is through greenfield development. However it is broadening to include intensification areas which may require a more flexible site designation process.

It is Board policy to endorse and encourage facility partnerships for both new and existing schools. This policy applies to co-building opportunities and the leasing of space within existing schools to eligible partners including other school boards, York Region municipalities, York Region and senior governments, child care operators, and community agencies operating other educational programs, among others. The intent of this policy is to improve services available to students, strengthening relationships between the Board and the public, maximizing the use of public infrastructure and providing a foundation for improved service delivery for communities through stronger links among programs and services. The policy applies to co-building opportunities and the leasing of space within existing schools and administrative buildings.

School Boards are a key partner for Markham in the delivery of community infrastructure. Markham has a good working relationship with YRDSB and YCDSB. They have partnered with the school boards on a number of projects particularly as it relates to playing fields. The most recent example of this is the three fields located on the Bill Crothers Secondary School's 30-acre site which was developed in partnership with the YRDSB.

York Catholic District School Board (YCDSB)

The York Catholic District School Board is responsible for the provision of separate schools, which are publicly

funded elementary and secondary Roman Catholic educational facilities.

The YCDSB has long-term accommodation and capital plans that illustrate how the need for Catholic educational facilities in the community will be addressed. The long-term capital plan considers capacity, student residency, fifteen-year demographic and enrolment projections to determine the accommodation needs over the next fifteen years while the long-term accommodation plans use ten-year projections.

The designation and disposition of school sites for the YCDSB is the same as the YRDSB. The YCDSB also receives funds through Education Development Charges.

As with other publicly funded boards, there are general site standards and maximums set out by the Education Act.

YCDSB currently partners with Markham's Recreation Services department on the St. Robert Catholic High School's indoor soccer field, with the school providing land and infrastructure funding. The Board has a Facility Partnerships Policy and guidelines to facilitate such collaborations. Facility partnerships include co-built facilities, lease, licensed and joint-use agreements for partners to utilize part of a school facility. On an annual basis, the Board's administration will provide a list of potential schools available for a facility

partnership. Minimum criteria would be that the school is operating at less than 60% capacity over a three-year period or the school has an excess of 200 available pupil places over a three-year period and the school has in excess of two empty classrooms over a three-year period.

YCDSB has indicated that the locations of affordable housing and child care centres have been noted to have a significant impact on the planning for schools. Planning for intensification areas is also challenging the Boards' approaches to school planning and development.

School boards are funded using a formula that is based on student enrolment, the unique needs of the students in each board, number of schools, their distribution and their physical condition. The Ministry of Education's funding model is seen to encourage larger per teachable spaces but generally, the minimum threshold for a new school is between 500-600 students. Given the directions of Places to Grow, the Ministry of Education is currently discussing this issue with the Ministry of Municipal Affairs and Housing. At the same time, Regional school boards are researching more urban planning and development models.

French School Boards

French schools in Ontario are publicly funded elementary and secondary educational facilities for children of French-language rights holders. Two boards are responsible for the provision of French schools in York Region:

- Conseil scolaire Viamonde (CSViamonde) is the French-language public district school board serving central southwest Ontario.
- Conseil scolaire de district catholique Centre-Sud (CSCCS) is the French-language catholic district school board serving central-southern Ontario.

These school boards have capital plans that outline their long term accommodation requirements and consider capacity, student residency, and demographic and enrolment projections. These materials are not publicly available.

Funding for new capital projects must be approved by the Ministry of Education prior to the purchase of any site or building. It must be demonstrated that there is a growing need for a school facility in the targeted area and that the school can be successful in capturing and retaining the student body. The Ministry decides on the value of the project generally based on pupil spaces. Typically a site is identified before the submission of this request. The publicly funded French boards are not

eligible to receive Education Development Charges but are identified in the Education Act's disposition policy. As a result a larger portion of the Ministry's capital funding to the French Boards is used to purchase sites, reducing the number of new pupil spaces that can be constructed with received funding.

CSViamonde services eligible pupils through an elementary school in Richmond Hill and a secondary school in Toronto. The Board expects to open a new secondary school in Richmond Hill to service Markham in the coming years. The CSCCS does not currently have any schools in Markham and no plans for a school in the near future.

Post Secondary Institutions

Markham is currently home to Seneca College, a College of Applied Arts and Technology that is publicly funded by the Ministry of Training, Colleges and Universities.

Seneca opened its Markham campus in 2006. This location currently accommodates approximately 1,700 full-time students and serves as the centre of the College's business programs. The campus includes a 10 storey retro-fitted office building and a multipurpose sports field. Located at the juncture of Highway 7 and 404, the campus is situated on a large site that could accommodate future expansion.

The College uses 5-10 year enrolment projections to determine their needs and secure funding through the Ministry. The College is currently undertaking a 10-20 year Master Plan exercise across all of its campuses. This includes both capital and program planning exercises.

The College's current facilities are used regularly by community groups and other organizations for meetings, training sessions and large public gatherings. These facilities include a 50 person board room and 300 person atrium space. The College maintains strong relationships with Markham's business community and Economic Development Department.

Toronto and Region Conservation Authority (TRCA)

Markham falls under the jurisdiction of the Toronto and Region Conservation Authority (TRCA), which is mandated under the Conservation Authorities Act to ensure the conservation, restoration, and responsible management of Ontario's water, land and natural habitats through programs that balance human, environmental and economic needs.

In addition to developing and implementing a master plan for the conservation area under its jurisdiction, the TRCA reviews all development planning applications that fall within the TRCA screening zone. They also

provide input into watershed studies, sub-watershed studies and the Official Plan.

Rouge Park, a partnership park with lands and funds from the Province, the federal government, the TRCA, municipal governments including Markham and other agencies, is composed of approximately 47 square kilometres and includes Milne Park in Markham. The board of directors for Rouge Park is the Rouge Park Alliance, a partnership of 12 government organizations, including the TRCA and Markham, and one not-for-profit organization.

Central Local Health Integration Network (LHIN)

Local Health Integrated Networks (LHINs) were created by the Provincial government in 2005 to work with local health providers and community members to determine the health service priorities of their regions. They plan, integrate and fund local health services including hospitals, community support services, long-term care, mental health and addictions services and community health centres. Markham falls under the jurisdiction of the Central LHIN.

The approval and funding for new long term care beds is provided to operators of long term care facilities by the Ministry of Health and Long Term Care with input from the LHIN. The Central LHIN is responsible for

identifying the need for long-term care beds in the community. The Central LHIN's 2008 Health Services Needs Assessment and Gap Analysis helped identify the long-term health needs in their service area, the types of health care services that the LHIN has financial resources to deliver at present and what types of health care services are required in the future. This analysis is not currently undertaken on a regular basis.

The Central LHIN is also responsible for determining the need for new hospitals by determining service requirements and making recommendations to the Ministry of Health and Long Term Care on these requirements. The Joint Review Framework for Capital Planning prepared by the Ministry and all Ontario LHINs defines the specific role of the LHIN in advising on and endorsing the program and service elements of all capital projects in the early capital planning stages, such as hospital expansions.

Justice Facilities

The Ministry of Community Safety and Correctional Services is responsible for the provision of correctional centres, detention centres, jails, and treatment centres throughout Ontario. The Ministry of the Attorney General provides courthouses and other services that support the criminal and civil justice system. Currently there are no such justice facilities located in the Town of Markham. There are justice facilities in York Region

including a Provincial court in Newmarket and two other court locations, one in Newmarket and one in Richmond Hill. There are no detention centres.

Providing Community Infrastructure in Markham

Plans and processes for each community infrastructure facility and services vary significantly across agencies by time horizon, frequency, geography and detail. These variations often result from different funding models and provision strategies. At the same time, many agencies are reconsidering their provision strategies in response to forces of intensification and the resulting changes to their spatial or locational requirements. A total of 26 plans or strategies have been identified across the different community infrastructure agencies that relate to the provision of various types of community infrastructure. Nineteen of these plans and strategies are in place and six others are under development.

Some agencies, such as school boards, have very prescribed planning processes with specific provision formulas, timelines and funding models. EMS, police services, fire services, and the TRCA have strong legislative frameworks, while determining the need for

larger institutions such as hospitals, colleges or justice facilities occurs less frequently.

Identifying the need for affordable and special needs housing is shared between York Region and Markham. New policy work at both levels provides a strong reference for such facilities, although regular updates will be required. The information provided in the preceding sections has been consolidated into a series of Resource Sheets in Appendix C.

Markham's Integrated Leisure Master Plan provides an important basis for understanding the needs related to recreational facilities, libraries, culture and parks. However, different planning horizons and geographies for determining community facilities needs and delivery between Town departments has created challenges in the provision of community infrastructure owned and operated by Markham.

The following diagram represents the numerous plans that have been identified in the planning for different types of community infrastructure in Markham. The broken circles indicate resources under development. The broken boxes indicate where access to planning information is limited. A full list of these plans is provided in table format in Appendix D.

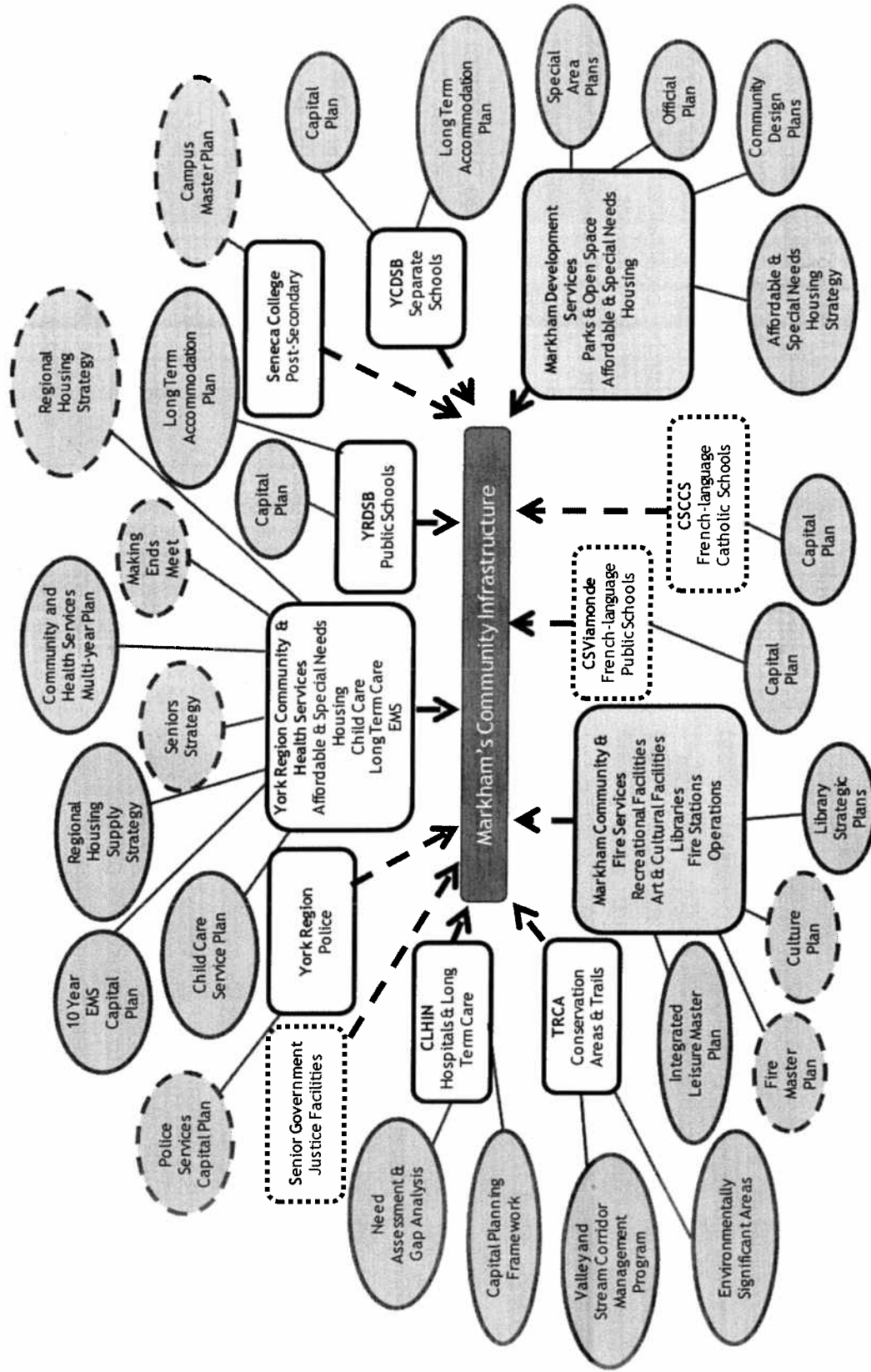


Figure 6.

KEY FINDINGS

Messages from Consultation

Over 46 representatives from over 20 different agencies were consulted in the development of Markham's Community Infrastructure Strategy. Consultations and research on the planning for each of the 19 facilities identified four messages around ensuring the adequate provision of community infrastructure in Markham through 2031.

Growth and Intensification

Responding to growth in Markham requires new ways of planning and doing business in the Town and beyond. New forms of development require new models for providing needed facilities and services to residents. Processes of intensification are challenging traditional standards for the provision of many types of community infrastructure. At the same time, intensification is changing the pace at which decisions need to be made on how Markham's communities are going to develop.

Markham's growth nodes represent a significant opportunity for Markham to deliberately plan for the development of more complete communities. However, there is an absence of recognized provision standards

for a number of types of community infrastructure provided by both Markham and outside authorities to adequately plan and ensure the provision of facilities in an increasingly urban context.

In some cases, it is difficult to anticipate the need for particular facilities in the absence of a resident population. In other cases, premium land values and higher construction costs are squeezing budgets and funding models. With infill development the provision of needed facilities may be constrained by a lack of land or the existing built environment. In all cases, these circumstances will result in new built forms that could impact the ownership, use, maintenance and operation of the facilities and services provided.

There is a need to better understand the implications of intensification on all types of community infrastructure. Building opportunity and flexibility into planning for community infrastructure will allow for needs to evolve and innovative partnerships to arise. At the same time the implications of different approaches to provision need to be considered early in the planning process to ensure needed facilities can be provided and are sustainable.

While shifting the ways planning is done is fundamental to intensification, there is also an urgency to identify the needs or potential interests for community infrastructure in particular areas. Decisions are

currently being made on major development projects in Markham. The provision of community infrastructure needs to be considered and incorporated in the vision of these new communities today in order to direct adequate provision in the future.

Education and Information

Markham's policy framework supports and provides new opportunities for coordinated community infrastructure planning in Markham. Identifying and capturing these opportunities will require education and information sharing.

Community infrastructure involves a wide variety of planning processes, practices and stakeholders. There are a number of mechanisms available to Town planning and development staff to support the integration of community infrastructure into current land-use and development processes. However, there is a need for all stakeholders to better understand the mandate, interests and current activities of each department or agencies to ensure adequate provision and identify greater opportunities for the sharing of resources. Regular information sharing between stakeholders including current trends and major projects being undertaken by community infrastructure stakeholders, as well as communicating the needs or planning considerations for different types of community

infrastructure in specific planning areas at particular times in the planning and development process.

Community infrastructure stakeholders in Markham have indicated a desire to be more informed of current projects and planning processes at the Town. In some cases the involvement of these stakeholders in the land use planning process is limited. While there is a desire to be more involved some agencies do not know how or when to engage in this process. At the same time, land use planners in Markham seek to be more informed of community infrastructure provision plans and strategies.

The type or level of information to be shared by each stakeholder differs depending on the stage of the planning process and each stakeholder's ability to provide input. In some cases it is the provider itself as is the case with Town departments, in other cases it is a representative agency that can provide insight into a broader sector.

Markham has a number of established partnerships in the provision of community infrastructure. Maintaining these relationships and sharing the role and interests of these partners through processes of community infrastructure planning will enhance the potential for new partnerships to emerge and greater community benefits through the sharing of resources.

Financing of Community Infrastructure

Provincial, regional, municipal and other public and community agencies have varying responsibilities for funding the provision of community infrastructure. Over the last several decades, the Provincial government has been devolving responsibilities for community infrastructure to regional and local municipal governments, community organizations and the private sector. Local and regional governments have become important players in planning and coordinating community infrastructure, although scarce resources and strict funding models limit their abilities to fully meet community infrastructure needs.

Processes of intensification in particular are challenging established funding models based on space per capita formulas or participation rates. New approaches to land use and urban design present new fiscal considerations including the cost of complex design standards, changes to service and operations, as well as ongoing maintenance.

Some funding and delivery mechanisms are available to Markham at various stages of the planning and development process. While some tools may present opportunities to fund capital projects, the capacity of these tools and mechanisms are limited to growth related capital costs for specific types of infrastructure, geography and the willingness of developers to

negotiate with Markham. They require proactive justification of the need for community facilities or benefits and can compete with contributions of more hard forms of infrastructure such as roads.

The use of existing planning mechanisms alone does not provide a long-term sustainable funding model. The pre-emptive consideration of potential financial impacts related to the development of community infrastructure facilities, reconsideration of established funding models and the expanded use of collaborative financing options are also necessary to meet the continuing needs of Markham's communities. Such alternative funding approaches include:

- Private-Public Partnerships
- Public-Public Partnerships
- Infrastructure Agreements
- Collaboration in Service Delivery
- Multi-tenant Service Centres
- Use of Cross-Subsidies

The continued and future funding for the provision and maintenance of community infrastructure in Markham of Markham will require the cooperation of multiple stakeholders. Given the variety of funding models and streams across the different types of infrastructure, the regular and effective exchange of information and ideas will be vital to identifying and capitalizing on funding opportunities.

The Planning Process

The local land-use planning and development process presents an important interface where the many interests, agencies and stakeholders involved in the provision of community infrastructure come together at different times and in differing degrees. The mechanisms available to Markham through the Planning Act and other land use and development by-laws recognize the importance of providing community facilities and services as part of the development process and in building complete communities.

While a number of community infrastructure stakeholders are already involved in local land-use planning and development, the involvement of some community infrastructure agencies is limited. There is a significant opportunity and interest in building upon the existing process to more formally integrate the needs, interests and activities of a broad range of stakeholders involved in community infrastructure planning for the Town of Markham. It is recognized however, that the nature of each stakeholder's involvement will vary depending on their agency's mandate and when in the process they are engaged.

The co-location of existing community infrastructure facilities in Markham has developed through established working relationships or has been triggered by the development application process. There is a desire

among community infrastructure stakeholders and benefits for Markham to establish more formalized ways for these types of partnerships to occur.

In identifying the important role of the land use and development process in supporting the provision of community infrastructure, Markham's Development Services and Community and Fire Services Commissions emerge as central players in supporting the provision of community infrastructure in Markham. Together, the land-use planning process and exercises such as the Integrated Leisure Master Plan are key opportunities for coordinated community infrastructure in Markham.

Best Practices in Community Infrastructure Planning

Coordinated community infrastructure planning has grown out of a movement experienced across the country towards planning for economic, social, cultural and environmental sustainability. The coordination of community infrastructure represents one approach to implementing sustainability goals.

In Ontario similar goals have been recognized in policies like the Growth Plan, revised Official Plans, and municipal sustainability plan. However, the processes for implementing these objectives are still developing.

Precedents for community infrastructure planning emphasize the need to define formal yet flexible ways to share information and interests, identify needs, and plan for the wide range of community infrastructure facilities amongst diverse stakeholders and changing needs of the population.

Other jurisdictions in the United Kingdom and Australia, as well as the City of Toronto, have recognized the important role land-use planning plays in the provision of these facilities. These places have identified the need for outside planners, providers and funders to have the capacity to engage in the land-use planning process in order to benefit from the opportunities provided by this process. New frameworks for the provision of community infrastructure have emerged in response. Various tools have been developed to facilitate the collection and assessment of information related to particular types of community infrastructure at different stages of the land-use development process. These range from developer assessment studies to stakeholder surveys and area plans. Appendix E provides summaries of some of these planning approaches.

The complex relationships in the provision of community infrastructure in Markham suggest that similar approaches to community infrastructure planning would facilitate Markham in achieving its strategic directions. Building on the success of existing relationships in

Markham and the Town's innovative policy directions, this Strategy identifies opportunities and provides tools to facilitate the provision community infrastructure facilities in Markham.

Benefits of Improved Community Infrastructure Planning

Improving the processes and protocols involved in the provision of community infrastructure in Markham offers a number of benefits including maximizing the use of land use planning tools to provide space and funding, as well as increasing the opportunities to share resources between different types of community infrastructure. Shared resources may include space, information and expertise, administrative services and systems, facility maintenance and management, as well as funding streams.

Co-location is recognized as a valuable benefit from coordinating the planning of different types of community infrastructure. While co-location can take many forms, they represent variations on the same the same idea. Co-location can simply be defined as the sharing of resources which occurs by locating with or near other providers of community infrastructure. As well, it presents additional opportunities to partner

with other outside organizations in the delivery of facilities and services. These may include businesses, service organizations, social groups, sporting groups and religious groups. Appendix F provides some examples of models used for co-location. These models are not exclusive to each other but represent different combinations of shared services, facilities and partnerships.

Co-location and the sharing of resources is not a new idea. The natural relationship between schools and parks has been long recognized. However, as financial resources and land become scarce there has been greater attention paid to increasing the frequency and strength of these relationships.

Markham has a number of projects that represent a sharing of resources between several community infrastructure agencies. These include:

- Markham-Stouffville Hospital 'Health and Wellness Campus'
- Markham YMCA Rudy Bratty Centre
- Bill Crothers Secondary School
- St. Roberts Catholic High School
- Riviera Drive and Unionville Fire Stations
- Angus Glen Community Centre and Library

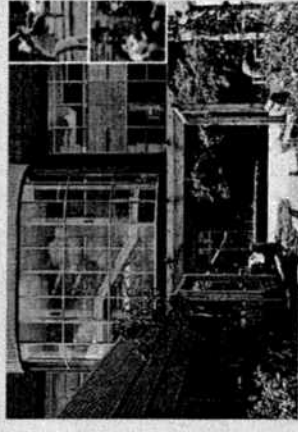
Angus Glen Community Centre & Library



Bill Crothers Secondary School



Markham Stouffville Health & Wellness Campus



Co-location projects challenge traditional ways of planning for community infrastructure and development processes. Depending on when the opportunity for co-location is identified, the planning and development of facilities can be extended significantly due to the need to coordinate the resources and approvals for each of the agencies involved. Funding and approval cycles can have a significant impact on project timelines, as well as the coordination of space and building requirements for each partner.

be involved, and ease the time needed for coordination if a project is pursued.

The development of co-located community infrastructure must consider the ability of the facility to serve the identified needs of the community and meet Markham's other policy objectives. Some facilities may not be best provided in a shared capacity because of a requirement to exist in multiple or more accessible locations. In addition, these projects can present additional upfront costs depending on the facilities being accommodated and long-term financial challenges related to the cost of maintenance or the need to provide additional facilities as communities grow and change.

The sharing of both general and area-specific information between community infrastructure agencies on a regular basis could provide for earlier identification of potential partnerships, allow for consideration of the benefits and challenges that may

THE FRAMEWORK

Guided by Markham's strategic priorities for managed and sustainable growth, the adequate provision of community infrastructure in Markham requires the sharing and analysis of information and expertise among different stakeholders and between concurrent processes.

The following framework identifies the proposed interface(s) between community infrastructure stakeholders and land use planning and development in Markham. The circle on the right represents the land use planning and development process. The bubbles around this circle represent different stages and relevant tools in the land use and development process.

The circle on the left represents one of the many community infrastructure providers in Markham that undertake their own planning and provision processes. The bubbles around this circle represent the general resources that each of these stakeholders may have available to them.

While the role of the land use planning and development process is the responsibility of Markham Development Services, identification of community infrastructure needs is the responsibility of 19 separate community infrastructure stakeholders including a number of individual Town departments.

The centre of the framework identifies where new or existing tools or processes can be used to recognize greater opportunities for Markham to support the provision of needed community infrastructure in Markham now and through 2031. The yellow circles indicate the greatest opportunities for bringing together community infrastructure stakeholders and the land use planning and development processes.

The land use planning and development process and the planning and provision processes of each community infrastructure stakeholder are supported by various capital and operational budgets and funding strategies. The framework identifies that integrated community infrastructure planning needs to recognize the capacity of these funding models and how they interact with each other to maximize the use of existing resources and ensure financial sustainability in the long term.



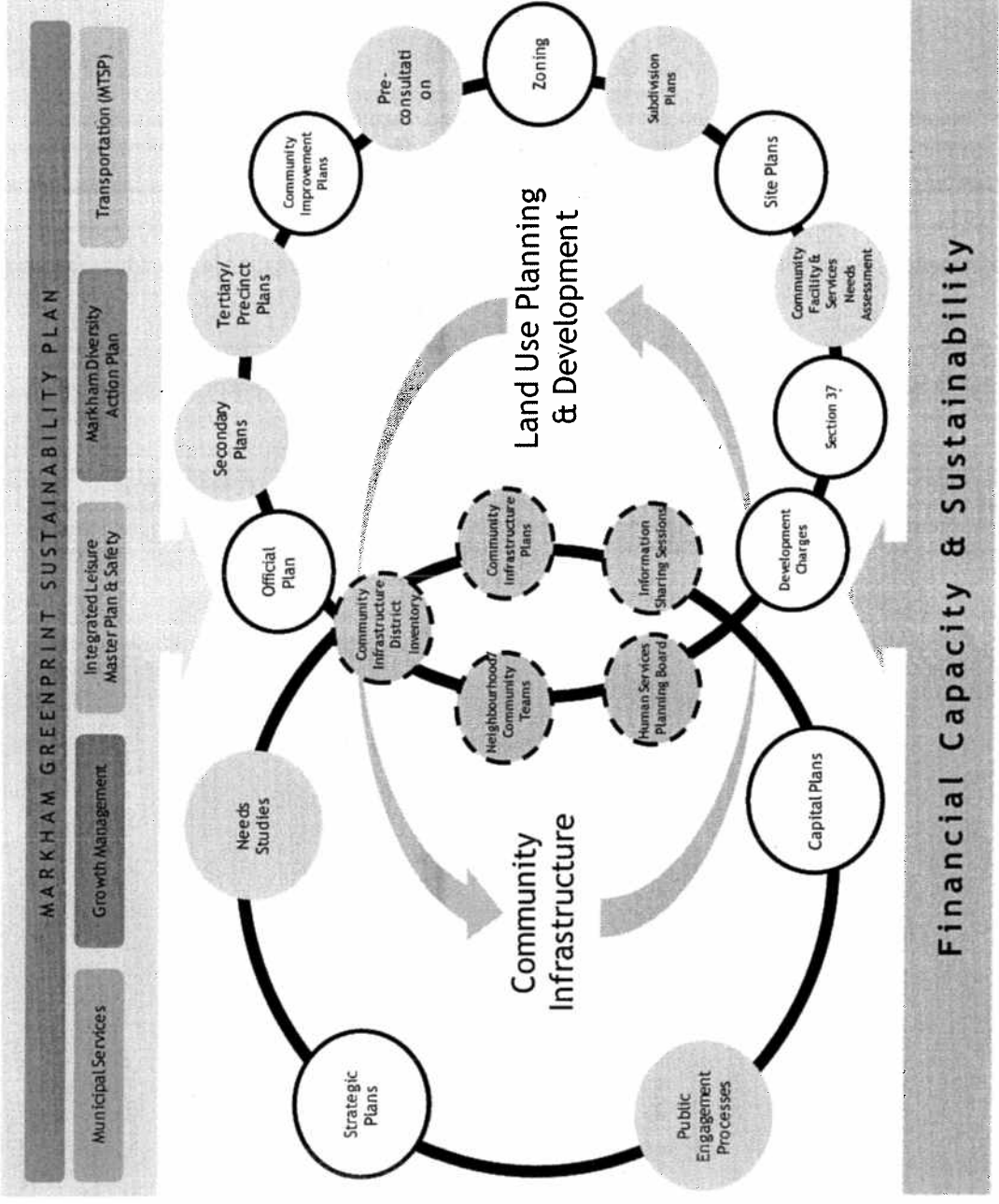


Figure 7.

The Land Use Planning & Development Process

The local land use planning process is at the centre of the provision of community infrastructure as this process:

- determines where and what type of growth will occur in a community which, in turn, determines the need for community infrastructure
- identifies and acquires lands for certain facilities such as parks and school sites
- collects development charges to provide capital funds for certain types of the community infrastructure
- negotiates additional community benefits
- circulates planning applications to different stakeholder groups

The land use planning and development process consists of a series of stages that range from the developing of Town-wide land use policies to site and building specific approvals. The more specific the planning exercises, the more detailed the planning for community infrastructure can be.

The process also consists of a series of land use planning tools that are used to implement Markham's vision and policies for development at specific stages in the land use planning and development process.

The following chart provides a brief description of each stage and relevant tools in the land use planning process. Additional information on the stages and tools identified are provided in the following sections and in Appendix G.

Land Use Planning & Development Process

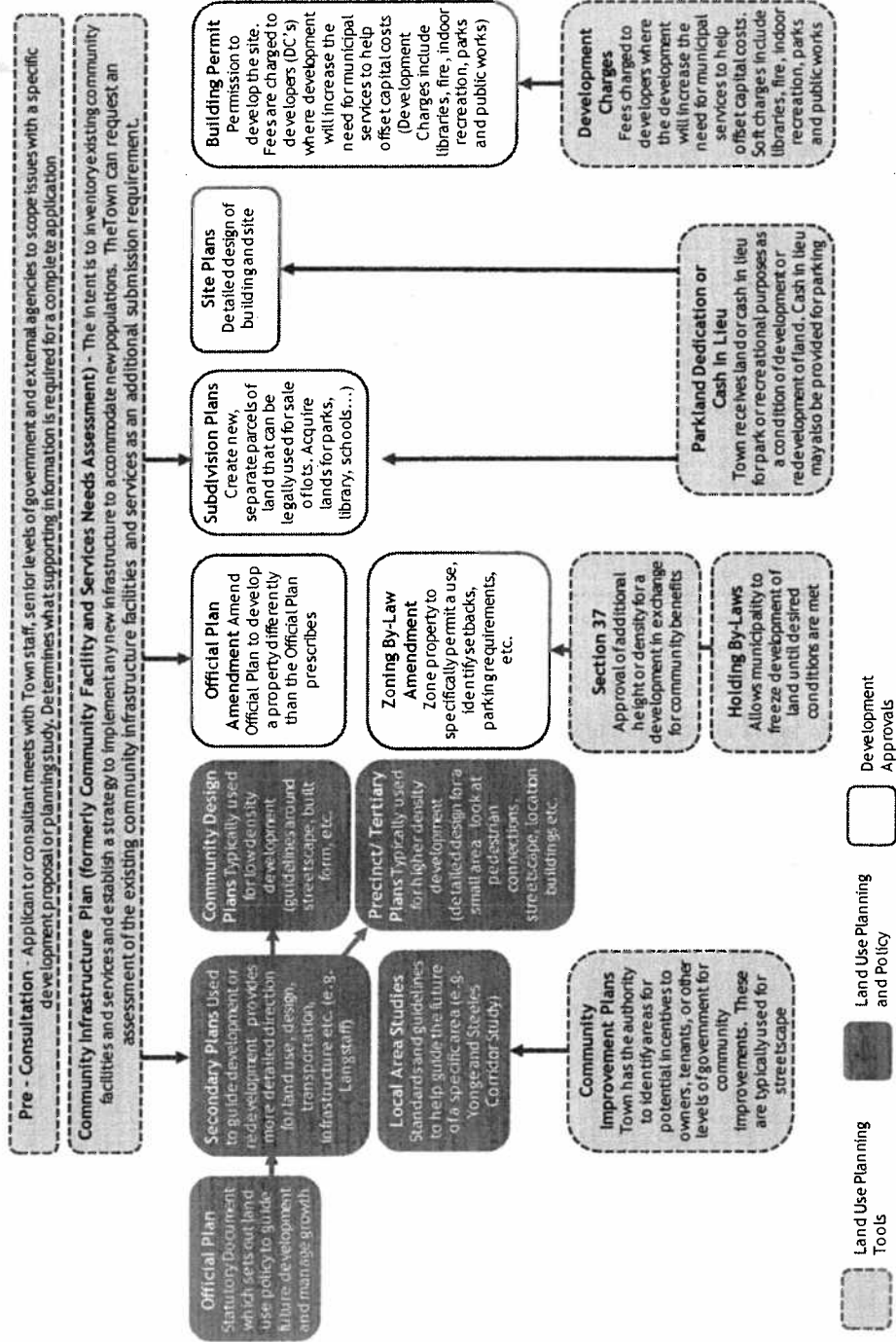


Figure 8.

Circulation of Applications

The involvement of community infrastructure agencies in the different stages of the land use planning and development process varies by the type of community infrastructure. To improve community infrastructure planning in Markham, it is important that all departments and agencies that provide or plan community infrastructure services be included in the circulation process.

The current process for circulating in the Town of Markham includes a number of stakeholders, including the different departments within Markham, York Region, TRCA, and the school boards. The Central LHIN and Seneca College are not formally included in the circulation of applications.

Currently within Markham, all development applications are circulated to Fire Services, Waste Management and Traffic Operations. These groups are quite involved in the review of applications as their requirements are technical and in some cases legislated. Applications are also circulated to the Commissioner of Community and Fire Services, although they do not reach all the departments within the Commission that are involved in the provision of community infrastructure at the Town.

More recently, Parks Operations has been circulated on any application with a park, open space or trail

component (Site Plan, Plan of Subdivision, Plan of Condominium). As well, the French public schools have recently been added to the regular circulation list. York Region Planning and Development Services has also expanded their circulation processes to include the Region's Community and Health Services Department.

Although circulation of applications does occur, the extent, formality and required input is not always clear to some community infrastructure stakeholders. As a result some community infrastructure stakeholders may not be participating in the land use process to the extent they would desire or in the most effective manner. Appendix H provides a chart that identifies each community infrastructure stakeholder and proposes where it may be most appropriate to engage each in the review of development applications.

Opportunities for Community Infrastructure in Land Use Planning

Each stage and tool of the land use planning process provides different opportunities for provision of community infrastructure. The following stages and tools have been identified as providing the greatest opportunity for engaging community infrastructure stakeholders in the land use planning process in Markham.

The stages or tools identified below generally occur earlier in the land use planning process than the circulation of specific development applications for comment. Engaging community infrastructure agencies at these points allow for community infrastructure needs to be recognized in approved land use plans that guide later development and can be referenced in negotiating for community benefits through other land use planning tools like parkland dedication and Section 37.

These stages or tools also allow the identification of opportunities for resource sharing, potential challenges and the need for the involvement of certain stakeholders at later stages. Appendix I provides a sample worksheet that could be used and adapted at different stages of the planning process to gather relevant information and feedback from community infrastructure stakeholders.

Official Plan

An Official Plan guides the future development of land in Markham and is prepared with input from different stakeholders, including the public. An official plan deals mainly with issues such as:

- Where new housing, industry, offices, shops and public facilities will be located

- What services, such as roads, water mains, sewers, parks and schools, will be needed
- When and in what order parts of the community will grow
- Community improvement initiatives

Reviewed every five years, the Official Plan provides the opportunity to make high level statements about the planning and protection of community infrastructure in Markham as well as permitting community infrastructure developments in particular land use designations.

Secondary Plan / Local Area Studies

Secondary Plans or Local Area Studies set out detailed land use policies to guide growth and development for specific communities within Markham and are more directive than the Official Plan.

The requirements for community infrastructure are identified at this stage. This may include:

- Identifying a possible location on a map (i.e. location of park, school). It can simply be a placeholder to protect the interest of the community infrastructure
- Identifying a list of community infrastructure anticipated for the community (i.e. number of playing fields, parks, tennis courts, etc.)

- Identifying or requiring an inventory of surrounding community infrastructure

These plans can generally take between six months to a year to complete. They provide the opportunity for the need or potential needs for community infrastructure in a particular area to be recognized by Council as an amendment to the Official Plan.

A Secondary Plan for the Langstaff Gateway intensification area (Langstaff) in Markham was recently adopted by Regional Council. This Plan included lands from three neighbouring municipalities including Markham, Richmond Hill and Vaughan. The scale and location of this project presented a unique planning exercise. The Region took a leadership role in the development of this plan and coordinating stakeholders.

As part of the planning process for Langstaff an inventory of potential community infrastructure facilities was collected. Based on this inventory and precedent studies of other urban contexts, the Secondary Plan and Official Plan Amendment (OPA) identifies floor space requirements for community infrastructure uses at each phase of the area's development. These thresholds will serve as a pilot for whether similar spatial thresholds for each type of community infrastructure can be established and met in intensification areas.

A broader range of community infrastructure stakeholders were engaged in the development of this plan than is usually involved in secondary planning processes. However, the capacity of each agency to participate in this planning process varied based on their individual approaches to provision and planning and some agencies identified the need to improve the process in planning other growth areas.

Tertiary / Precinct or Community Design Plans

These plans are intended to outline development principles and guidelines at a level of detail that is not possible within a broader secondary plan stage. The intent is that these principles and guidelines form the bridge that allows Markham to move from Official Plan policies to zoning by-law provisions.

These plans guide the implementation of public infrastructure, such as streets, parks and community facilities, and the built form of new development by defining the size and location of these features.

The length of time taken in completing these plans will vary depending on the size of the area and level of detail determined at previous stages.

Plan of Subdivision

A registered plan of subdivision is a legal document that shows:

- The exact surveyed boundaries and dimensions of lots on which houses or buildings are to be built
- The location, width and names of streets
- The sites of any schools or parks

It is through this process that Markham or other service providers (i.e. School Boards) will acquire land to build community infrastructure such as parks, schools, or community centres.

The application process for a plan of subdivision may take up to three years from pre-consultation to registration of the plan.

Pre-Consultation

Prior to submission of a development application (excluding site plan applications), applicants are required to meet with Town staff and senior levels of government and external agencies as determined by Markham to scope the issues associated with a specific development proposal.

The supporting information and materials needed to evaluate a development application are determined at this pre-application meeting. All supporting information

determined at the pre-consultation must be submitted for Markham to recognize the application as being complete.

This process presents an opportunity for community infrastructure providers to:

- Request a Community Facilities and Services Needs Assessment to help determine if the proposed development (i.e. additional population) will have an impact on existing community infrastructure and if additional community infrastructure is required
- Identify current or future interests in the area being developed and consider opportunities for partnerships
- Reconsider community infrastructure needs identified for the area in earlier stages of the planning process.

Community Facility and Services Needs Assessment

As part of an application for an official plan amendment, zoning by-law amendments, plans of subdivision, plan of condominium, or consent applications Markham has the authority to request additional submission requirements such as a Community Facility and Service Needs Assessment in

order to properly assess a planning application. Although not prescribed, these assessments have also been requested to inform local area studies and secondary plans.

Currently the general intent of a Community Facilities and Services Needs Assessment is to *inventory and evaluate existing community facilities and services, such as community centres, day care centres, emergency services, health care, libraries, parks, places of worship and schools to assess if additional facilities and services will be required.*

This assessment tool is not used frequently in Markham and could be improved upon by expanding the Terms of Reference to require a strategy on how community infrastructure will be delivered. This would substantially improve the value of this tool at various stages of the planning process. Appendix J provides a draft Terms of Reference for the development of a Community Infrastructure Plan that would provide additional direction on how community infrastructure will be delivered.

The time taken to complete such an assessment varies based on the size of the study area and terms agree to at the pre-consultation session.

Community Infrastructure Processes

In many cases the planning for community infrastructure is already being done. Agencies involved in the provision of different types of community infrastructure in Markham have their own processes for determining need and provision for each type of facility. The plans and procedures of each agency represent the interests of a broad range of stakeholder groups and community interests. They serve as an extensive body of knowledge on community needs resulting from multiple forms of public engagement and valuable expertise.

The amount and variety of information involved in the planning of community infrastructures points to a need to find ways to efficiently and effectively share information between community infrastructure agencies to build on existing relationships and take advantage of new opportunities for greater understanding and collaboration.

To ensure the adequate provision of needed community infrastructure for Markham, it is important to understand the extent of these plans and processes and identify opportunities for Markham to support and/or collaborate with these agencies and their planning processes.

In addition, initiatives in human service integration are important in establishing a shared vision for community infrastructure and the potential for the sharing of resources in facility and service provision across agencies. Human service integration could ultimately streamline land use planning processes for community infrastructure. The land use planning perspective should be represented in these exercises. Markham's involvement in the Human Services Planning Board of York Region presents an important opportunity for this alignment to occur.

A STRATEGY FOR MARKHAM

The planning and provision of community infrastructure in Markham relies heavily on the knowledge of different Town departments, Regional departments and agencies and other community infrastructure stakeholders. There is a benefit in formalizing the relationships between these groups to support the provision of community infrastructure in Markham in order to fulfill Growth Plan objectives, achieve Markham's municipal priorities and respond to the Town's changing built, natural and social environment.

As the provider of a large proportion of community infrastructure facilities and the authority most directly involved in land use planning and development approval, Markham has an important role to play in ensuring the coordinated provision of community infrastructure necessary for complete and sustainable communities in Markham.

While municipal leadership is important, the responsibility for achieving adequate provision is shared. Coordinated community infrastructure planning requires community infrastructure agencies both within and outside the Town to determine, maintain and share current information on the needs and models for their

particular facilities, potential barriers and future plans. It also requires municipal and regional land use planners to act as facilitators in the process by sharing information, ensuring the engagement of key stakeholders, identifying opportunities, and requesting relevant input at key stages in the land use planning and development process.

Based on research for each type of community infrastructure identified, consultations with planning staff and a workshop of key community infrastructure stakeholders a Vision and Objectives were established to guide the provision of community infrastructure in Markham through 2031.

Vision

Ensuring the adequate provision of community infrastructure in Markham requires the development of a better integrated, more coordinated, planning model that is able to respond to intensified development and supports the creation of more complete communities. Based on these findings and the identified framework, a vision for community infrastructure in Markham was developed in consultation with Town staff and key community infrastructure stakeholders. The vision for Markham's Community Infrastructure Strategy is to:

“Contribute to building integrated and sustainable communities in Markham through the coordinated provision of community infrastructure”

Objectives

Six objectives have been identified to support the vision and guide the provision of community infrastructure in Markham.

Provide leadership in coordinating the planning of community infrastructure to contribute to integrated and sustainable communities

Improve Coordination in the planning of community infrastructure to support Markham's strategic vision and priorities

Build Capacity by facilitating participation of all community infrastructure stakeholders to in Markham's land use planning process

Facilitate Information Sharing and the education of Markham's community infrastructure stakeholders

Adapt to change by being flexible and responsive to changes in Markham's land use (i.e. intensification) and the capital and program delivery models necessary to provide Markham's community infrastructure

Monitor outcomes to ensure that the appropriate infrastructure, services and land use planning requirements are achieved at each phase of development

Strategic Actions

For each objective a series of strategic actions are identified for achieving the vision for community infrastructure in Markham. The intent is to provide a broad range of tools, resources and relationships that can work together to achieve each objective and the overall vision for community infrastructure in Markham. These Actions will be undertaken by the Town's Development Services Commission in cooperation with the Community and Fire Services Commission and other relevant Town departments. Certain action items require priority responses and are identified as immediate (+/- 6 months), short-term (up to 1 year), and long-term (1 year and longer) actions.

Provide Leadership in coordinating the planning of community infrastructure to contribute to integrated and sustainable communities

Actions

Short-term Priorities (0-1 year)

1. Develop policies in Markham's Official Plan that recognize the value and support the coordinated provision of community infrastructure

Improve Coordination in the planning of community infrastructure to support Markham's strategic vision and priorities

Actions

Immediate Priorities (+/- 6 months)

2. Establish a consultation process with community infrastructure stakeholders for major planning applications
3. Clarify community infrastructure stakeholders' involvement in providing input on development applications and planning studies and build upon existing planning processes

4. Evaluate which recent or upcoming planning applications or studies require Community Infrastructure Plans in collaboration with various Town Commissions.
5. Meet annually to ensure the Community Infrastructure Strategy aligns with the requirements of the Integrated Leisure Master Plan and other strategic documents of the Town
6. Prepare a Community Infrastructure District Inventory for each planning district with input from all community infrastructure stakeholders and the Community/Neighbourhood Teams which is updated on an annual basis
7. Establish a community benefits priority list as part of each Community Infrastructure District Inventory that can be used to assist in negotiating bonus provisions under the Planning Act (Section 37)
8. Ensure that facility planning in Markham identifies and incorporates the capital and long term operational costs of Town provided community infrastructure

Build Capacity by facilitating participation of all community infrastructure stakeholders in Markham's land use planning process

Actions

Immediate Priorities (+/- 6 months)

9. Provide support in building capacity of community infrastructure stakeholders to effectively participate in land use planning
10. Evaluate the need to commit staff resources to work together to implement the Community Infrastructure Strategy between Community and Fire Services and Development Services commissions
11. Develop a Terms of Reference for a Community Infrastructure Plan that would be required for any new community (Secondary Plan), redevelopment area or major planning application

Long-term Priorities (1+ years)

12. Promote partnership opportunities and establish a process to maximize existing resources such as community space, funding, staffing and volunteers

Facilitate Information Sharing and the education of Markham's community infrastructure stakeholders

Actions

Immediate Priorities (+/- 6 months)

13. Establish a working arrangement with the Region of York and other stakeholder groups to share information and facilitate the coordination of service in Markham
14. Participate in and contribute to planning exercises undertaken by community infrastructure agencies, which complement the Town's community infrastructure planning (i.e. York Region Human Services Planning Board, etc.) (and ongoing)

Short-term Priorities (up to 1 year)

15. Create opportunities outside of the land use planning process for education and information sharing of current initiatives of community infrastructure stakeholders (i.e. workshops, annual meetings, etc.). This would include one or more workshops on the basics of the land use planning process and development approvals

Long-term Priorities (1+ years)

16. Include representatives from planning districts and external community infrastructure stakeholders in Community/Neighbourhood Teams to ensure an integrated approach to community infrastructure planning

Adapt to Change by being flexible and responsive to changes in land use (i.e. intensification) and the capital and program delivery models necessary to provide Markham's community infrastructure

Actions

Immediate Priorities (+/- 6 months)

17. Support flexibility and adaptability in planning for community infrastructure (i.e. Official Plan, Zoning By-laws, Town-wide strategic documents such as the Integrated Leisure Master Plan, etc.)

Short-term Priorities (up to 1 year)

18. Use Community/Neighbourhood Teams as a forum to investigate specific issues or challenges related to the provision of community infrastructure in Markham

Long-term Priorities (1+ years)

19. Work with the Region of York and other stakeholders to advocate for the development of complementary senior government policies, processes and funding models
20. Support the continued leadership of the Region in cross-jurisdictional land-use planning projects and Region-wide community infrastructure issues

Monitor outcomes to ensure that the appropriate infrastructure, services and land use planning requirements are achieved at in each phase of development

Actions

Immediate Priorities (+/- 6 months)

21. Establish monitoring protocols for community infrastructure to ensure stakeholders are kept informed of progress and the Town can continue to assess and refine planning tools and established targets for communities

How it Works

The Strategic Actions present a number of tools, resources and relationships to facilitate the provision of community infrastructure in Markham.

Together these tools, resources and relationships form new processes for the sharing of information between land-use planning and community infrastructure stakeholders. The scope of these processes will vary depending on the stage of the land use planning and development process. The following diagram illustrates an example of how a number of the proposed Actions come together as part of the secondary planning process.

The diagram identifies the key community infrastructure stakeholders in Markham and indicates when and through what mechanisms community infrastructure stakeholders participate in the secondary planning process. The diagram also illustrates how the need for community infrastructure is recognized and assessed in the secondary planning process and, ultimately, how the identified need and directions for community infrastructure in the planned community will feedback into the larger land use planning and development process.

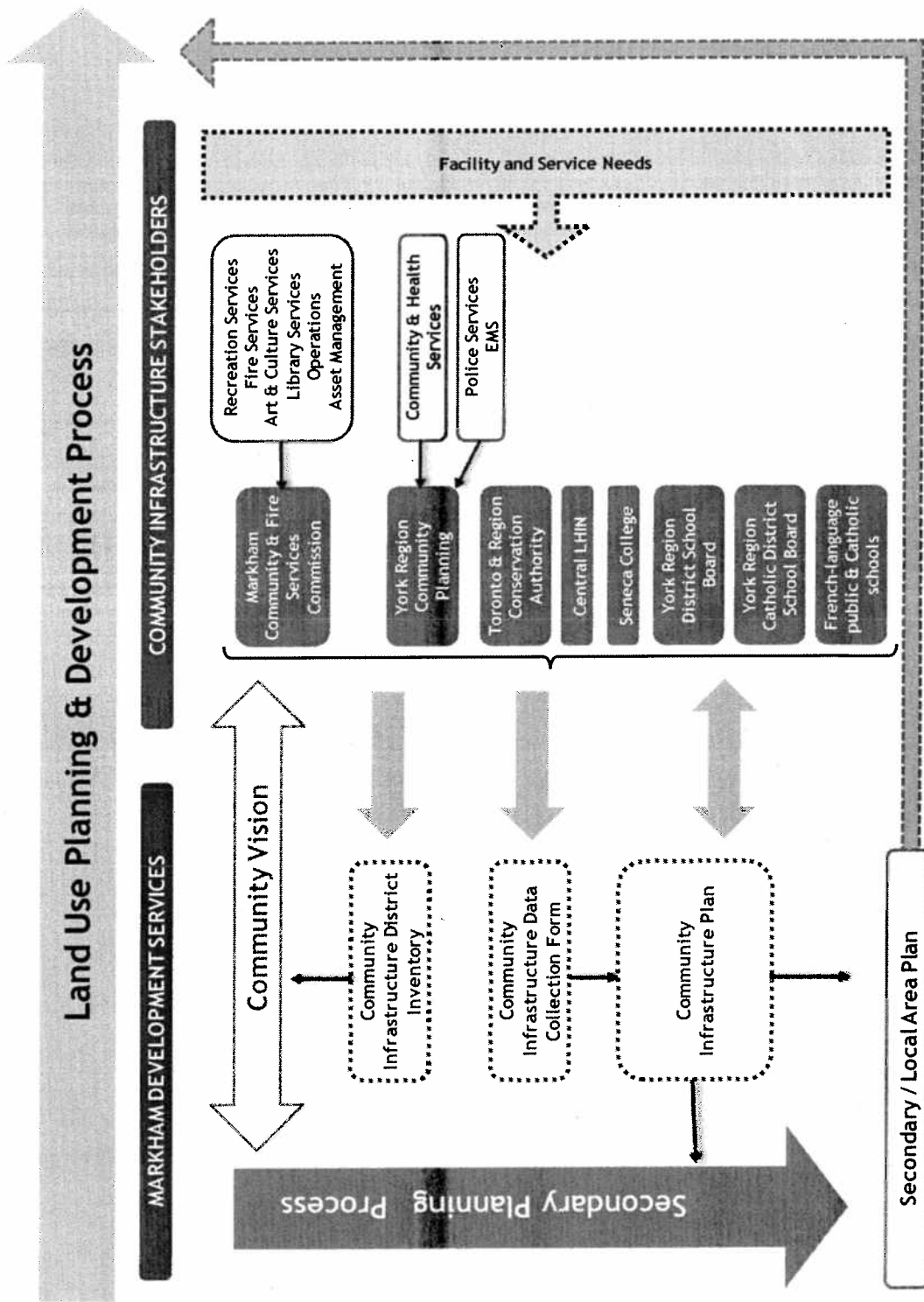


Figure 9.

APPENDICES

- Appendix A. - Consulted Stakeholders
- Appendix B. - Map of Community Infrastructure in Markham
- Appendix C. - Community Infrastructure Resource Sheets
- Appendix D. - Plans and Resources for Different Types of Community Infrastructure
- Appendix E. - Best Practices
- Appendix F. - Models for Co-Location
- Appendix G. - Markham's Land Use Planning Process
- Appendix H. - Circulation and Engagement Tables
- Appendix I. - Community Infrastructure Data Collection Form
- Appendix J. - Community Infrastructure Plan Draft Terms of Reference

Appendix A. - Consulted Stakeholders

The following is the list of the key stakeholders consulted in the development of the Markham Community Infrastructure Strategy.

Town of Markham

- Catherine Biss, Chief Executive Officer, Markham Public Library
- Ron Blake, Manager, Development West District
- Karen Boniface, Technical Coordinator, Operations
- Mary Creighton, Director, Recreation Services
- Dave Decker, Deputy Fire Chief, Fire and Emergency Services
- Glenn Dick, Chief Fire Prevention Officer
- Michael Hayele, Planner, Culture
- Paul Ingham, Director of Operations
- Mark Ingwerson, District Manager, Operations
- Linda Irvine, Manager, Parks and Open Space Development
- Morgan Jones, Operations Supervisor
- Teema Kanji, Senior Planner, Policy and Research
- Biju Karumanchery, Senior Development Manager
- Tim Lambe, Manager, Policy and Research

- Brenda Librecz, Commissioner, Community and Fire Services
- Peter Loukes, Director of Environmental Services
- David Miller, Senior Project Coordinator
- John Ryerson, Director, Culture
- Bill Snowball, Fire Chief, Fire and Emergency Services
- Sara Tam, Manager of Business Planning and Innovation
- Deborah Walker, Director, Library Strategy and Innovation, Markham Public Library

York Region

- Karen Antonio-Hadcock, Senior Planner, Long Range and Strategic Planning Branch
- Norm Barrette, General Manager, Emergency Medical Services
- Monica Bryce, Manager, Strategic Service Integration and Policy Branch
- Brian Hall, Deputy Chief, Emergency Medical Services
- Sean Hertel, York Region Long Range and Strategic Planning
- Mark Kitzelmann, Senior Policy Analyst, Community and Health Services

- Heather Konefat, Director, Community Planning and Development Services Department
- Duncan MacAskill, Senior Planner, Community Planning Branch
- Brenda Mulroy, York Regional Police, Planning and Research Bureau Supervisor
- Sylvia Paterson, General Manager, Housing and Long Term Care
- David Rennie, General Manager of Social Services - Children's Services
- Bernadette Searle, York Regional Police, Capital Projects Manager
- Adelina Urbanski, Commissioner of Community and Health Services
- Jane Ross, Manager of Accommodation Planning and Property Development, York Region District School Board
- Jessica Peake, Land Use Planner, York Region District School Board
- Sonja Meehan, Planner, York Region District School Board
- Tom Pechkovsky, Manager of Planning Services, York Region Catholic District School Board
- Christine Hyde, Planner, York Region Catholic District School Board
- Adam MacDonald, Planner, York Region Catholic District School Board

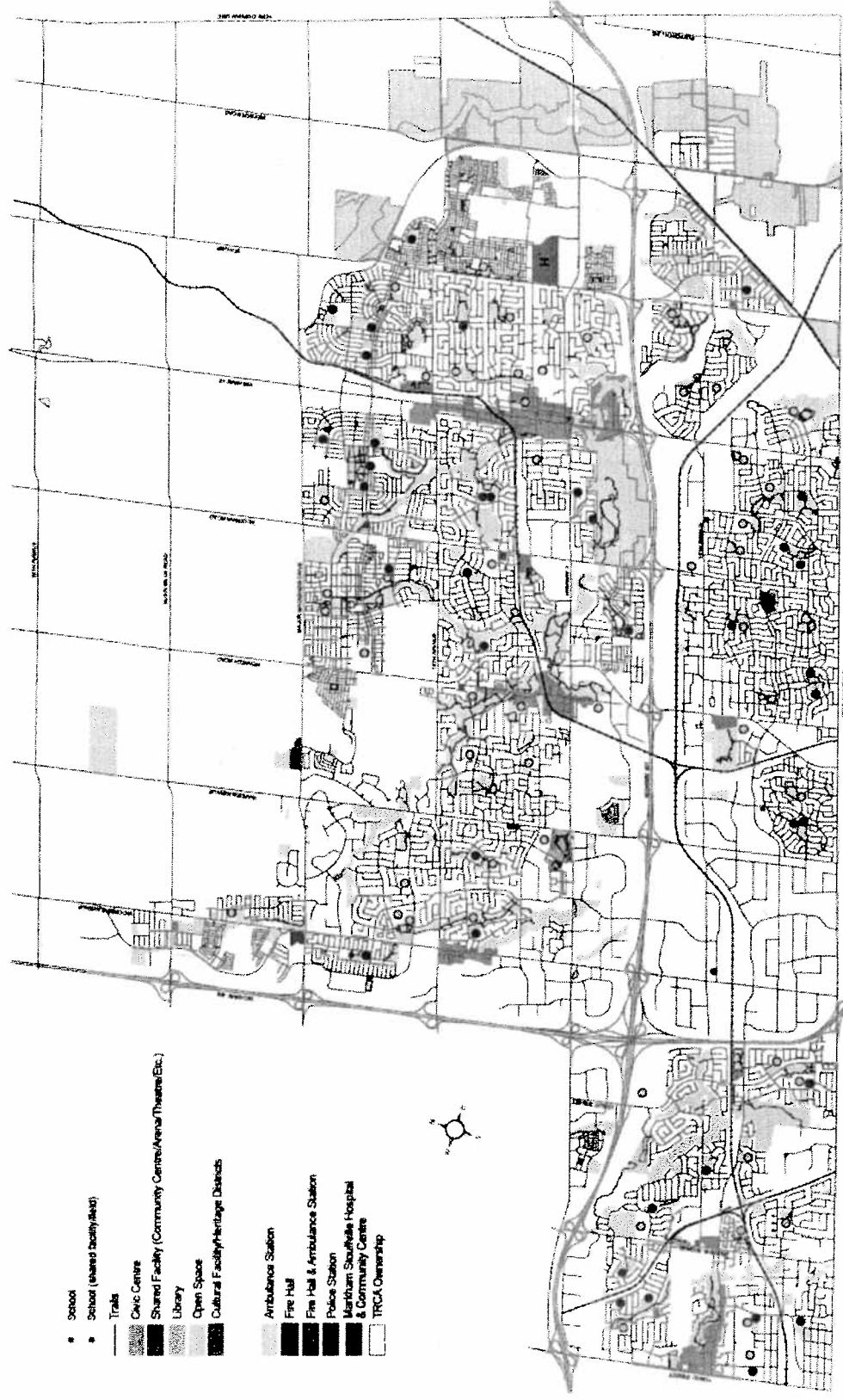
Other Agencies and Authorities

- Albert M. Aazouz, Manager of Planning, Conseil scolaire de district catholique Centre-Sud
- Suzanne Bevan, Senior Planner, TRCA
- Doris Cheng, Senior Planner, TRCA
- Frederick Thibeault, Planner, CSViamonde
- Victoria van Hemert, Senior Director, Planning, Integration and Community Engagement, Central LHIN
- Corey Long, Special Projects Coordinator, Seneca College

Other Participants

- Councillor Alex Chiu, Town of Markham
- Councillor Don Hamilton, Town of Markham
- Councillor Alan Ho, Town of Markham
- Laura Calangelo on behalf of Councillor Howard Shore, Town of Markham

Appendix B. - Map of Community Infrastructure in Markham



Appendix C. - Community Infrastructure Resource Sheets

These resource sheets outline planning considerations for 19 types of community infrastructure facilities, describing planning responsibilities, existing standards, if any, locational criteria, and other specific considerations. This material was gathered in the development of Markham's Community Infrastructure Strategy. It is not an exhaustive database of information and should only be used as a starting point when considering the requirements for planning specific facilities. These resource sheets should form the basis of a broader body of information that will be held and maintained by the Town of Markham to facilitate the provision of community infrastructure in Markham.

Parks.....	C-2
Fire Services.....	C-3
Police Services.....	C-4
Recreational Facilities.....	C-5
Trails.....	C-6
Conservation Areas.....	C-7
Community Centres.....	C-8
Libraries.....	C-9
Arts and Cultural Facilities.....	C-10
Child Care Centres.....	C-11
Public Schools.....	C-12
Separate Schools.....	C-13



French Public Schools.....	C-14
French Separate Schools.....	C-15
Post Secondary Institutions.....	C-16
Long Term Care Homes.....	C-17
Hospitals.....	C-18
Emergency Medical Services.....	C-19
Affordable and Special Needs Housing.....	C-20

PARKS	
Description of Facility	A designated area of open space that can be natural or man-made that is set aside for recreation, enjoyment or the protection of wildlife or natural habitats.
Agency with Primary Responsibility for Determining Needs	Town of Markham Urban Design and Planning Department is responsible for design of new parks, storm ponds, valleylands, landscape buffers and street tree plantings in new developments
Planning and Decision-Making, Process and Policies	The Official Plan establishes a hierarchy of classification of park types and states that it is the intent of Council to prepare a Parks and Recreation Master Plan for the urban and rural areas of the Town. The Integrated Leisure Master Plan (ILMP) recommends the development of a Parkland Acquisition Strategy to help ensure that the Town will be able to secure parkland to meet future community needs.
Existing Standards for Provision, if applicable	Provision rates for parks are established by the Planning Act and enacted through the Town's Parkland Dedication By-Law.
Funding and Delivery, including Primary Funding Agency	Land for parks is acquired through parkland dedication as a condition of development approval, funds allocated in operating or capital budgets, funds in lieu of required parkland dedications, lands donated, leases and agreements to use certain lands for park purposes, as well as lands or funds received through bonus policies. Different percentages of land dedication are required under different land use designations, with residential usually requiring the most. The actual rate of dedication varies by the density designation and the actual rates of dedication will be established in the Parkland Dedication By-Law. The ILMP recommends the development of a Parkland Acquisition Strategy to help ensure that the Town will be able to secure parkland to meet future community needs.
Site and/or Locational Requirements	Site requirements will vary depending on the type of park being planned for and the context of the area being planned. Reference should be made to the Parks Master Plan that is part of the master plan for each community.
Potential Planning Approaches	Serving as community infrastructure facilities themselves, parks are ideally suited to accommodate other permanent and/or temporary types of community infrastructure. One traditional approach has been the use of open space around schools to serve as temporary playing fields and/or community parkland. Processes of intensification require new and innovative approaches to planning providing park space. In this context public-public and private-public partnerships and shared uses will be important to ensure equitable provision of park space for all communities in the Town. Conversations about co-location would normally occur in the secondary plan stage.
Useful Resources	Markham Integrated Leisure Master Plan - http://www.markham.ca/Markham/Departments/BMFT/BMFT_parks.htm Ontario Ministry of Health Promotion and Sport - www.mhp.gov.on.ca Ontario Healthy Communities Coalition - www.ohcc-ccso.ca Ontario Recreation Facilities Association - www.orfa.com Parks and Recreation Ontario - www.prontario.org
FIRE SERVICES	

Description of Facility	Fire and Rescue Station
Agency with Primary Responsibility for Determining Needs	Markham Fire and Emergency Services
Planning and Decision-Making, Process and Policies	The Office of the Fire Marshal of Ontario (OFM) under the Ministry of Community Safety and Correctional Services administers the <i>Ontario Fire Protection and Prevention Act (1997)</i> . The OFM provides municipalities with Fire Protection Guidelines which refer to optional and mandatory codes, standards, regulations, models and best practices.
Existing Standards for Provision, if applicable	<p>Neither the OFM nor the legislation provides a prescriptive formula for determining the number of required fire stations for a municipality.</p> <p>The department's current operations are based on a 2001 deployment study which specified a 9-station system. These deployment studies are revisited every 4 years. In general, needs are based on the required level of service, travel time, fire prevention officers, local need and knowledge of the community.</p> <p>Markham has initiated a study to identify current and future needs for fire and emergency services with the goal to develop a Fire and Emergency Services Master Fire Plan. This Master Fire Plan will establish strategic priorities and provide a clear action plan that will guide the department through the next five to ten years of growth.</p> <p>New Markham fire stations will be either LEED Silver or Gold compliant depending on the budget.</p>
Funding and Delivery, including Primary Funding Agency	The Town funds and delivers fire protection services and the fire departments operate independently of the OFM.
Site and/or Locational Requirements	In planning for community infrastructure, reference should be made to the Master Fire Plan that is being developed as well as a facility inventory and survey of needs undertaken by the Fire Department.
Potential Planning Approaches	Co-location of municipal emergency and safety services, such as fire, police and EMS
Useful Resources	<p>Town of Markham - http://www.markham.ca</p> <p>Office of the Fire Marshal (Ontario) - http://www.ofm.gov.on.ca</p>

POLICE SERVICES

Description of Facility	#5 District Headquarters - McCowan Road, Markham
Agency with Primary Responsibility for Determining Needs	York Regional Police Services
Planning and Decision-Making, Process and Policies	The Ministry of Community Safety and Correctional Services administers the <i>Police Services Act (1990)</i> . The Act identifies that it is the responsibility of the municipality to provide police services with the support systems, buildings and equipment they need to carry out their activities. The Act does not outline specific facility requirements or criteria for determining need.
Existing Standards for Provision, if applicable	<p>The Ministry of Community Safety and Correctional Services provides a Policing Standards Manual that contains guidelines to help municipalities and police services understand and know how to interpret the Act and regulations. These standards are not publicly available.</p> <p>York Regional Police Services have a 10 year Capital Plan and are required to maintain a three year business plan that includes a portion on facility needs. These studies are generally informed by workload and staffing deployment plans that are based on calls for service analysis, population and growth patterns and police to population ratios.</p> <p>They are currently reviewing their facility planning process and are developing a long range planning process. They hope to incorporate long term planning for police services and facility needs into the current Long Term Accommodation Strategy being developed by York Region.</p>
Funding and Delivery, including Primary Funding Agency	Police services capital and operating budgets are developed through the police services board and are funded by the Region through its capital and operating budgets.
Site and/or Locational Requirements	Site requirements will vary depending on the form of facility developed. Trends in community policing approaches and deployment suggest that small, sub-station locations may require less space and could be partnered with other community service providers.
Potential Planning Approaches	Co-location of municipal emergency and safety services, such as fire, police and EMS. Movement toward smaller police sub-stations and community safety centres could result in broader partnerships in collocation.
Useful Resources	<p>York Regional Police - www.yrp.ca</p> <p>York Region Emergency Medical Services Operations - http://www.york.ca/services/emergency+medical+services/ems-operations/ems_operations.htm</p>

RECREATION FACILITIES	
Description of Facility	The Town of Markham, community agencies and private industries provide a broad range of recreational facilities. The planning needs and infrastructural requirements of these facilities will vary significantly across different neighbourhoods and jurisdictions.
Agency with Primary Responsibility for Determining Needs	Markham Recreation Services
Planning and Decision-Making, Process and Policies	The Integrated Leisure Master Plan provides a 10-year resource allocation strategy with regard to parks, recreation, culture and library service and facility needs.
Existing Standards for Provision, if applicable	The need for recreational facilities is generally based on a process of reported participation rates, resident surveys and community advocacy. There are currently no set provision strategies for different types of recreational facilities in specific areas of the Town. The Town is currently developing Accessibility Design Guidelines that go beyond provincial design guidelines and, once approved, Town facilities will be required to comply with these guidelines.
Funding and Delivery, including Primary Funding Agency	Development charges are the main funding source of development-related capital projects although there are grants, such as the Recreational Infrastructure Canada Program and the Infrastructure Stimulus Fund that can help fund recreational facilities. Operation of these facilities is funded through user fees and property taxes.
Site and/or Locational Requirements	Site requirements will vary significantly depending on the type of recreational infrastructure being planned for.
Potential Planning Approaches	The sharing of school facilities is an important component in the provision of adequate recreational facilities for the Town. A number of the Town's recreation facilities are currently co-located with other community infrastructure facilities. These projects represent partnerships with other Town departments, such as library services, as well as the regional school boards.
Useful Resources	Town of Markham Recreation Services - http://www.markham.ca/Markham/Departments/RctnServ/ Town of Markham Facility Profiles - http://www.markham.ca/Markham/Departments/RctnServ/CmyCtr/Overview.htm Markham Integrated Leisure Master Plan - http://www.markham.ca/Markham/Departments/BMFT/BMFT_parks.htm Ontario Ministry of Health Promotion and Sport - www.mhp.gov.on.ca Ontario Healthy Communities Coalition - www.ohcc-ccso.ca Ontario Recreation Facilities Association - www.orfa.com Parks and Recreation Ontario - www.prontario.org

TRAILS

Description of Facility	Trails consist of a variety of pathways that provide for active forms of recreational or utilitarian transportation such as walking, hiking, cycling, or skating. Depending on the type, trails may be used for both motorized and non-motorized vehicles.
Agency with Primary Responsibility for Determining Needs	Town's Engineering Department
Planning and Decision-Making, Process and Policies	The Town currently has a Town Wide Pathways and Trails Master Plan which the Integrated Leisure Master Plan (ILMP) recommends continued implementation through the allocation of project, operational and maintenance funding and resources.
Existing Standards for Provision, if applicable	The Ontario Trails Strategy is a long-term plan that establishes strategic directions for planning, managing, promoting and using trails in Ontario. Its strategic directions include improving collaboration among stakeholders, enhancing the sustainability of trails, education, and fostering better health. Standards or minimum design and construction requirements should be provided in the Pathways and Trails Master Plan.
Funding and Delivery, including Primary Funding Agency	Under the Ontario Trails Strategy, the Province has issued some trail related grants in past years. The costs for planning, providing and maintaining recreational trails are shouldered by the Town in its operational and capital budgets. A large proportion of these costs are funded by development charges or built-in by developers. Other funding sources include the Federal and Provincial Gas Tax, Ontario Trillium Foundation, Corporate Environmental Funds, Corporate Donations or sponsorship, and service clubs.
Site and/or Locational Requirements	Site requirements will depend on the type of trail being planned
Potential Planning Approaches	The planning and provision of trails depends on the environment in which the planning occurs. Protected natural environments provide opportunities for provincially or federally owned or sponsored trail networks through infrastructure sharing agreements. In addition to the recreational and health benefits of trail networks, these represent a type of infrastructure that can facilitate the accessibility and integration of other types of community infrastructure.
Useful Resources	Markham Pathways and Trails Master Plan Study - http://www.markham.ca/Markham/Departments/Planning/Studies/Studies_Pathways.htm Markham Integrated Leisure Master Plan - http://www.markham.ca/Markham/Departments/BMFT/BMFT_parks.htm Ministry of Health Promotion and Sport - www.mhp.gov.on.ca Ontario Trails Council - www.ontariotrails.on.ca

CONSERVATION AREAS	
Description of Facility	Conservation areas are lands that are owned and managed by the local conservation authority. The Toronto and Region Conservation Authority owns more than 40,000 acres of land in the Toronto region.
Agency with Primary Responsibility for Determining Needs	The Toronto and Region Conservation Authority (TRCA)
Planning and Decision-Making, Process and Policies	<p>The Conservation Authority is mandated under the Conservation Authorities Act to ensure the conservation, restoration, and responsible management of Ontario's water, land and natural habitats through programs that balance human, environmental and economic needs.</p> <p>In addition to developing and implementing their own master plans for Conservation Areas, the Authority provides input into watershed studies, sub watershed studies, Official Plans, and Comprehensive Zoning By-Laws. In this capacity the Authority reviews specific development applications such as OPAs, ZBL amendments, plans of subdivisions, severances, minor variances, development permits and site plans in accordance with their regulatory responsibilities and under various Memoranda of Understanding with their watershed municipalities.</p>
Existing Standards for Provision, if applicable	TRCA develops and implements master plans for conservation areas under its jurisdiction. Markham's Milne Dam Conservation Park is part of Rouge Park for which a Rouge Park Trails Master Plan is currently in the early stages of development.
Funding and Delivery, including Primary Funding Agency	Conservation Authorities often deliver programs and services in partnership with local landowners, other environmental agencies and all levels of government. In addition, the TRCA provides input into watershed studies, sub watershed studies, Official Plans and zoning by-laws developed by the Town. In this capacity, the TRCA reviews specific development applications such as official plan amendments, zoning by-law amendments, plans of subdivision, severances, minor variances, and development permits and site plans within conservation areas in accordance with their regulator responsibilities and under a Memorandum of Understanding with the Town.
Site and/or Locational Requirements	Site requirements will vary depending on the resources being planned
Potential Planning Approaches	A strong relationship between the Town and the TRCA will facilitate the development of coordinated open space education and programming.
Useful Resources	<p>Markham Pathways and Trails Master Plan Study - http://www.markham.ca/Markham/Departments/Planning/Studies/Studies_Pathways.htm</p> <p>Markham Integrated Leisure Master Plan - http://www.markham.ca/Markham/Departments/BMFT/BMFT_parks.htm</p> <p>Ministry of Health Promotion and Sport - www.mhp.gov.on.ca</p> <p>Ontario Trails Council - www.ontariotrails.on.ca</p> <p>Toronto and Region Conservation Authority - http://www.trca.on.ca/</p>

COMMUNITY CENTRES	
Description of Facility	Community Centres are important public facilities that provide general community-use facilities with meeting and cultural spaces, social, educational and recreational activities, health and/or support services and information.
Agency with Primary Responsibility for Determining Needs	The Town's Recreation Department
Planning and Decision-Making, Process and Policies	The planning, provision and maintenance of community centres is included as part of the Integrated Leisure Master Plan (ILMP). The Town is currently developing Accessibility Design Guidelines that go beyond provincial design guidelines and, once approved, Town facilities will be required to comply with these guidelines.
Existing Standards for Provision, if applicable	The ILMP includes a recommendation to undertake a neighbourhood Recreation and Cultural Services Delivery Strategy that defines Markham's neighbourhoods and their characteristics, resources, needs, and program / facility options.
Funding and Delivery, including Primary Funding Agency	The funding and delivery of community centres is generally provided through the operating and capital budgeting process. Development charges are the main funding source of development-related capital projects although there are grants, such as the Recreational Infrastructure Canada Program and the Infrastructure Stimulus Fund that can help fund recreational facilities. Operation of these facilities is funded through user fees and property taxes.
Site and/or Locational Requirements	The site requirements for community centres will vary depending on the mix of community uses being planned for and the size of the community being served.
Potential Planning Approaches	Community centres are being developed as neighbourhood hubs that provide a wide range of community services that respond to the specific needs of the communities they serve. As hubs, certain community centres are taking on specific identities as cultural incubators or recreational facilities.
Useful Resources	Town of Markham Recreation Services - http://www.markham.ca/Markham/Departments/RctnServ/ Town of Markham Facility Profiles - http://www.markham.ca/Markham/Departments/RctnServ/CmnyCtr/Overview.htm Markham Integrated Leisure Master Plan - http://www.markham.ca/Markham/Departments/BMFT/BMFT_parks.htm



LIBRARIES	
Description of Facility	Central libraries usually offer high-level functions and a broad range of resources that serve the entire municipality. It shares its collections with smaller branches that cater to more localized areas.
Agency with Primary Responsibility for Determining Needs	Markham Public Library, which is governed by a Board made up of 12-15 members, three of whom are members of Council and the rest are citizen appointees
Planning and Decision-Making, Process and Policies	The Ministry of Culture is responsible for the administration of the <i>Public Libraries Act (2002)</i> through the development of provincial policies for the public library system. The Southern Ontario Library Service is mandated to deliver programs and services of the Ministry. These services include library planning and development guides for municipal library boards.
Existing Standards for Provision, if applicable	<p>The Library Development Guide #5 - Making a Case for Your Library Building Project provides a standards table to determine the spatial requirements for library facilities. The Administrators of Rural and Urban Public Libraries of Ontario's Guidelines of Rural/Urban Public Library Systems (2005) reference the use of the provincial standard of .6 square feet of library space per capita and also propose the use of specific square footage requirement for particular uses.</p> <p>The Integrated Leisure Master Plan captures the library's ten-year resource allocation strategy facilities. These strategic plans are based on household surveys, census data, population projections and leisure trends. It also references industry per capita standards for library space requirements.</p> <p>The Town is currently developing Accessibility Design Guidelines that go beyond provincial design guidelines and, once approved, Town facilities will be required to comply with these guidelines.</p>
Funding and Delivery, including Primary Funding Agency	The funding of libraries is provided for by the Local Municipality through its operating and capital budgets. Capital funding is provided through development charges, community benefit allocations and property taxes.
Site and/or Locational Requirements	Site requirements for libraries vary depending on the type of library being planned for and the other activities the facility has been planned to provide. Matters of accessibility are of significance due to the nature of the public service libraries provide.
Potential Planning Approaches	The increasing integration of community facilities presents opportunities for library facilities to be incorporated into larger public facilities such as community centres, recreational centres, and schools. They may also serve as public centres themselves by providing meeting spaces, work spaces or programming. Partnerships could even allow for the sharing of information collections between public and private libraries, such as that occurring between the Markham Stouffville Hospital Library and the Markham public library in that location. In general, there are great opportunities for libraries to partner with a wide range of organizations with a complementary learning and skills development mandate.
Useful Resources	<p>Markham Public Library - http://www.markham.ca/mpl</p> <p>Administrators of Rural and Urban Public Libraries of Ontario's Guidelines of Rural/Urban Public Library Systems (2005) - www.sols.org/links/clearinghouse/.../ARUPLOguidelines.pdf</p> <p>Southern Ontario Library Service - http://www.sols.org/links/clearinghouse/facilities/index.htm</p>

ARTS & CULTURAL FACILITIES	
Description of Facility	Arts and culture can refer to a broad range of community facilities including, but not limited to, assembly spaces, galleries, museums, studios, live-work units, service organizations and historical lands or buildings.
Agency with Primary Responsibility for Determining Needs	Markham Culture Department
Planning and Decision-Making, Process and Policies	The Integrated Leisure Master Plan provides an overview of the Town's culture directions. The Culture Department is currently developing a ten-year Culture Plan to be completed in 2011 to identify and assess the Town's cultural facilities and assets, and better integrate cultural planning into the built and social environment.
Existing Standards for Provision, if applicable	There are no clear benchmarks or standards for the provision of cultural infrastructure, however there is an increasing awareness that arts and cultural facilities are an important component of complete communities.
Funding and Delivery, including Primary Funding Agency	The funding of arts and cultural facilities is primarily provided by the Town, federal and provincial grants, and private donations. These facilities are not funded through development charges. The Town is currently developing Accessibility Design Guidelines that go beyond provincial design guidelines and, once approved, Town facilities will be required to comply with these guidelines.
Site and/or Locational Requirements	Site requirements vary depending on the type and size of the cultural facilities being planned for. Accessibility and compatibility with adjacent uses need to be considered.
Potential Planning Approaches	Use of heritage properties as community service centres, performance and exhibition space Dual use of assembly spaces for performance, exhibition and public meeting space Integrate cultural space into community centres, libraries, schools and other public buildings.
Useful Resources	Markham Integrated Leisure Master Plan - http://www.markham.ca/Markham/Departments/BMFT/BMFT_parks.htm Ontario Arts Council - www.arts.on.ca Trillium Foundation - www.trilliumfoundation.org Ministry of Culture - www.culture.gov.on.ca Ontario Association of Art Galleries - http://www.oaag.org/ Cities Institute Cultural Planning Toolkit - http://www.citiesinstitute.org/projects/cultural-planning-toolkit.cfm Ontario Heritage Trust - http://www.heritagefdn.on.ca/ Ontario Museum Association - http://www.museumsontario.com/en/
CHILD CARE CENTRES	



Description of Facility	Referred to as day nurseries in the Day Nurseries Act, child care centres can be located in workplaces, public buildings, schools or places of worship. They include nursery schools, full day child care and before and after school programs.
Agency with Primary Responsibility for Determining Needs	Child care facilities and services are the responsibility of York Region's Family and Children's Services Branch of the Community and Health Services Department.
Planning and Decision-Making, Process and Policies	The Town's Official Plan provides some direction on planning for child care facilities, including where these may be located. Day care facilities are also recognized as a community benefit under Section 37 of the Planning Act.
Existing Standards for Provision, if applicable	Child Care programs are licensed on an annual basis by the Ministry of Children and Youth Services under the Day Nurseries Act. This program license prescribes the ages of children and the licensed capacity of the child care centre. The Act currently prescribes 2.8 sq m of indoor space per child and 5.6 sq m of outdoor space per child. A Child Care Service Plan, which is updated annually, identifies the need for child care facilities. This need is based on population growth, the changing demographic composition, and trends in the labour force.
Funding and Delivery, including Primary Funding Agency	York Region, as the Consolidated Municipal System Manager, provides funding for child care fee subsidy, wage subsidy and special needs resourcing. York Region enters into Purchase of Service Agreements with child care operators to enable fee assistance to be paid for child care services for eligible residents. The Ministry of Children and Youth Services provides capital and operating funding for child care spaces through York Region.
Site and/or Locational Requirements	Site requirements will vary depending on the number of children being planned for and the delivery model, such as the use of schools as child and family hubs providing child care, multi-agency services and community meeting spaces. Child care sites must be approved by the Ministry of Children and Youth Services licensing branch.
Potential Planning Approaches	Flexible Secondary Plan policies and permitted uses for siting, co-location and integration of child care facilities. Inclusion in child and family service hubs
Useful Resources	York Region Family and Children's Services - http://www.york.ca/Departments/Community+Services+and+Housing/Family+and+Children+Services/default_fcs.htm Ontario Ministry of Children and Youth Services - http://www.children.gov.on.ca/htdocs/English/index.aspx Ontario Ministry of Education - http://www.edu.gov.on.ca/eng/

Description of Facility	Public schools are non-denominational educational facilities from kindergarten to grade 12.
Agency with Primary Responsibility for Determining Needs	York Region District School Board (YRDSB) is responsible for the provision of public educational facilities.
Planning and Decision-Making, Process and Policies	<p>The YRDSB has a capital plan that is reviewed periodically based on a long-term accommodation strategy for the provision of elementary and secondary schools in York Region.</p> <p>The Board endorses and encourages facility partnerships based on established partnership criteria for both new and existing schools. The intent of this policy is to improve services available to students, strengthen relationships with the public, maximize the use of public infrastructure and to provide a foundation for improved service delivery for communities. This policy applies to co-building opportunities and the leasing of space within existing schools to eligible partners.</p> <p>The Board also has established policies for optimal elementary and secondary school sites including optimal acreage, and the roles and responsibilities of Board planners to acquire, dispose of and manage school buildings and sites based on established enrolment levels. Currently these levels range from 400-600 students for elementary schools and 1000-1400 students for secondary schools.</p>
Existing Standards for Provision, if applicable	The Accommodation Strategy provides information on future accommodation requirements for the Board, it may include new schools, additions to schools, replacement schools and school consolidation. It is based on detailed information for each planning area regarding enrolment projections, school capacity, portable classrooms, current projects and proposed projects. The Board is currently reviewing their accommodation strategy and will be updating their standards for provision accordingly.
Funding and Delivery, including Primary Funding Agency	Funding is approved by the Ministry of Education for capital based on the Board's capital plan and current enrolment numbers. Under the Provincial funding model, capital grants are not intended for the purchase of school sites required for growth-related education land costs. The YRDSB collects Education Development Charges to assist with these costs.
Site and/or Locational Requirements	<p>Site requirements would depend on the size, scale and programming of the school being planned and this would be determined by the School Board and the Town's Official Plan.</p> <p>School sites are designated under the Planning Act as part of the secondary planning process either as a "floating site". Specific sites are negotiated with the landowners at the time of plan of subdivision.</p> <p>Ontario Regulation 444/98 provides a disposition policy for school sites deemed surplus by any publicly funded Board. It specifies a proposal of lease or sale process to prioritize public interests and provides a formula for calculating a lease or sale price of lesser or fair market value to continued educational use.</p>
Potential Planning Approaches	The current model for school site designation is through greenfield development. However, it is broadening to include intensification areas, which may require a more flexible site designation process. Other approaches could include the sharing of facilities between different school boards and the co-location of other municipal infrastructure, such as parks, playgrounds and sporting fields.
Useful Resources	<p>York Region District School Board - http://www.yrdsb.edu.on.ca/</p> <p>Ontario Ministry of Education - http://www.edu.gov.on.ca/eng/</p>

SEPARATE SCHOOLS	
Description of Facility	In Ontario separate schools refer to publicly funded elementary and secondary Roman Catholic educational facilities that serve kindergarten through grade 12.
Agency with Primary Responsibility for Determining Needs	York Catholic District School Board (YCDSB)
Planning and Decision-Making, Process and Policies	<p>The Ministry of Education has Pupil Accommodation Review Guidelines, which state that the individual school boards are responsible for establishing and implementing their own accommodation review policies and framework to assess current accommodations based on the value to the student, community, school board, and local economy.</p> <p>The YCDSB has long-term accommodation and capital plans that illustrate how the need for Catholic educational facilities in the community will be addressed.</p>
Existing Standards for Provision, if applicable	The long-term capital plan considers capacity, student residency, fifteen-year demographic and enrolment projections to determine the accommodation needs over the next fifteen years while the long-term accommodation plans use ten-year projections.
Funding and Delivery, including Primary Funding Agency	The YCDSB receives funding through the Educational Development Charges.
Site and/or Locational Requirements	<p>Site requirements would depend on the size, scale and programming of the school being planned and this would be determined by the School Board and the Town's Official Plan.</p> <p>School sites are designated under the Planning Act as part of the secondary planning process either as a placeholder or a "floating site". Specific sites are negotiated with the landowners at the time of plan of subdivision.</p> <p>Ontario Regulation 444/98 provides a disposition policy for school sites deemed surplus by any publicly funded Board. It specifies a proposal of lease or sale process to prioritize public interests and provides a formula for calculating a lease or sale price of lesser or fair market value to continued educational use.</p>
Potential Planning Approaches	Planning approaches could include the sharing of facilities between different school boards and the co-location of other municipal infrastructure, such as parks, playgrounds and sporting fields.
Useful Resources	<p>York Catholic District School Board - http://www.ycdsb.ca/</p> <p>Ontario Ministry of Education - http://www.edu.gov.on.ca/eng/</p>

FRENCH PUBLIC SCHOOLS	
Description of Facility	French schools in Ontario are publicly funded elementary and secondary educational facilities for children of French-language rights holders.
Agency with Primary Responsibility for Determining Needs	Conseil Scolaire Viamonde
Planning and Decision-Making, Process and Policies	CSViamonde has capital plans that outline their long-term accommodation requirements.
Existing Standards for Provision, if applicable	The capital plans consider capacity, student residency, and demographic and enrolment projections. These materials are not publicly available.
Funding and Delivery, including Primary Funding Agency	Funding for new capital projects must be approved by the Ministry of Education prior to the purchase of any site or building. The Ministry decides on the value of the project generally based on pupil spaces. The publicly funded French boards are not eligible to receive Education Development Charges but are identified in the Education Act's disposition policy. A larger portion of the Ministry's capital funding is used to purchase sites and reduces the number of new pupil spaces that can be constructed.
Site and/or Locational Requirements	Site requirements would be determined as part of the School Boards' needs assessment process and Regional and Town regulations.
Potential Planning Approaches	Planning approaches could include the sharing of facilities between different school boards and the co-location of other municipal infrastructure, such as parks, playgrounds and sporting fields.
Useful Resources	Conseil scolaire Viamonde - www.csciamonde.ca Ontario Ministry of Education - http://www.edu.gov.on.ca/eng/

FRENCH SEPARATE SCHOOLS	
Description of Facility	French schools in Ontario are publicly funded elementary and secondary educational facilities for children of French-language rights holders.
Agency with Primary Responsibility for Determining Needs	Conseil scolaire de district catholique Centre-Sud (CSDCCS)
Planning and Decision-Making, Process and Policies	The CSDCCS has capital plans that outline their long-term accommodation requirements.
Existing Standards for Provision, if applicable	The capital plans consider capacity, student residency, and demographic and enrolment projections. These materials are not publicly available.
Funding and Delivery, including Primary Funding Agency	Funding for new capital projects must be approved by the Ministry of Education prior to the purchase of any site or building. The Ministry decides on the value of the project generally based on pupil spaces. The publicly funded French boards are not eligible to receive Education Development Charges but are identified in the Education Act's disposition policy. A larger portion of the Ministry's capital funding is used to purchase sites and reduces the number of new pupil spaces that can be constructed.
Site and/or Locational Requirements	Site requirements would be determined as part of the School Boards' needs assessment process and Regional and Town regulations.
Potential Planning Approaches	Planning approaches could include the sharing of facilities between different school boards and the co-location of other municipal infrastructure, such as parks, playgrounds and sporting fields.
Useful Resources	CSDCCS - www.csdccs.edu.on.ca Ontario Ministry of Education - http://www.edu.gov.on.ca/eng/



POST-SECONDARY INSTITUTIONS

Description of Facility	<p>Colleges of Applied Arts and Technology are publicly funded facilities that offer career-oriented, 1 to 3 year certificate and diploma programs. universities are provincially funded facilities that offer bachelor, master's and doctorate degrees as well as continuing education programs and certificates.</p> <p>Seneca College opened its Markham campus in 2005, becoming the first post-secondary education facility in the Town. Seneca is a College of Applied Arts and Technology.</p>
Agency with Primary Responsibility for Determining Needs	<p>Ministry of Training, Colleges and Universities.</p>
Planning and Decision-Making, Process and Policies	<p>The Ministry of Training, Colleges and Universities is responsible for distributing funds allocated by the provincial legislature to colleges and universities.</p> <p>The need for facilities development, management and expansion is determined by the institution, in this case, by Seneca College.</p>
Existing Standards for Provision, if applicable	<p>Seneca uses 5-10 year enrolment projections to determine their needs and secure funding through the Ministry. It is currently undertaking a 10-20 year Master Planning exercise across all of its campuses. This includes both capital and program planning exercises.</p>
Funding and Delivery, including Primary Funding Agency	<p>The Province provides funding for the establishment and delivery of colleges and universities in Ontario.</p>
Site and/or Locational Requirements	<p>Site requirements will vary depending on the types of facilities being planned for.</p>
Potential Planning Approaches	<p>Post-secondary institutions provide opportunities for infrastructure sharing agreements. This may include assembly and meeting spaces, shared service delivery, as well as parks, opens space and recreational facilities. Seneca's current facilities are used regularly by community groups and other organizations for meetings, training sessions and large public gatherings.</p>
Useful Resources	<p>Seneca College Markham - http://www.senecac.on.ca/campuses/markhamlocation.html</p> <p>Ministry of Training, Colleges and Universities - www.edu.gov.on.ca</p>

LONG-TERM CARE HOMES

<p>Description of Facility</p>	<p>Long-term Care Homes are designed for people who require the availability of 24-hour nursing care and supervision within a secure setting. They offer higher levels of personal care and support than typical retirement homes or supportive housing.</p>
<p>Agency with Primary Responsibility for Determining Needs</p>	<p>Local Health Integrated Networks (LHINs) are non-profit organizations created by the Ontario government in 2005 to work with local health providers and community members to determine the health service priorities of their regions. They plan, integrate and fund local health services, including hospitals, community care access centres, community support services, long-term care homes, mental health and addictions services, and community health centres.</p> <p>The Town of Markham falls under the jurisdiction of the Central LHIN.</p> <p>York Region Long Term Care and Seniors Branch is responsible for the provision of long term care and seniors services in the Region.</p>
<p>Planning and Decision-Making, Process and Policies</p>	<p>The Central LHIN identifies the need for long term care beds in York Region while approval and funding for new beds is provided by the Ministry of Health and Long Term Care (MOHLTC) with input from the LHIN.</p> <p>The capital planning process for long-term care homes involves a number of stages. The first stage involves existing long term care provider or organization funded by the Ministry submitting the project idea to the Ministry for pre-approval. The LHIN must also provide pre-approval. The Ministry then provides approval of the project in principle. A detailed planning stage follows.</p>
<p>Existing Standards for Provision, if applicable</p>	<p>York Region is currently developing a Seniors Strategy that will help identify needs, including the need for long term care in the community.</p> <p>The Central LHIN has developed an Integrated Health Service Plan (IHSP) for 2010-2013. This strategic plan outlines the four key planning priorities that will be the focus of the Central LHIN's activities and investments. This builds on the previous IHSP as well as the 2008 Health Service Needs Assessment and Gap Analysis.</p>
<p>Funding and Delivery, including Primary Funding Agency</p>	<p>Long term care homes can be both publicly or privately owned and operated. MOHLTC provides per diem funding for these beds.</p>
<p>Site and/or Locational Requirements</p>	<p>Site requirements would be determined as part of the long term care provider's planning process and the regulations of Town and Region. The LHIN's location criteria will take into account demographic patterns (e.g. residents aged 65+ density and growth) and accessibility factors (proximity to other health services, transportation, etc.)</p>
<p>Potential Planning Approaches</p>	<p>Long term care homes provide opportunities for seniors' hubs, locating various forms of seniors housing and services in one location.</p>
<p>Useful Resources</p>	<p>York Region Long Term Care & Seniors Services - http://www.york.ca/Departments/Health+Services/Long+Term+Care/default+Long+Term+Care.htm</p> <p>Central LHIN - http://www.centralhln.on.ca/home.aspx</p> <p>Ministry of Health and Long-Term Care (Long Term Care Homes) - http://www.health.gov.on.ca/english/public/program/ltc/15_facilities.html</p>

HOSPITALS

Description of Facility	A health care institution that provides day patient, emergency and inpatient clinical care and treatment for people who are unwell or injured. A range of allied, medical, and surgical preventative, diagnostic and treatment services are generally provided in association with day patient and overnight hospital stays.
Agency with Primary Responsibility for Determining Needs	Central Local Health Integrated Network (LHIN)
Planning and Decision-Making, Process and Policies	The Central LHIN determines the need for new hospitals by identifying the service needs and making recommendations to the Ministry of Health and Long Term Care (MOHLTC) on these needs. Approval and funding for new hospitals is provided by MOHLTC. It can take 10-15 years from the idea for a hospital to the completion of the hospital.
Existing Standards for Provision, if applicable	The Ministry's formula for determining the need for new hospitals is not publicly available. The Town is currently developing Accessibility Design Guidelines that go beyond provincial design guidelines and, once approved, Town facilities will be required to comply with these guidelines.
Funding and Delivery, including Primary Funding Agency	The funding for hospital services is governed under the authority of the Public Hospitals Act. Separate funding is provided for capital construction projects. The hospital Board and management work with the LHIN and their local community to determine the appropriate mix of programs and services to provide to the clients they serve. Provincial payments to hospitals account for approximately 85% of total hospital funding. The remaining 15% is provided by a variety of sources such as charges for semi-private and private accommodation, Worker's compensation and other sources.
Site and/or Locational Requirements	Site requirements will vary depending on the type, scale and services to be provided by the hospital being planned.
Potential Planning Approaches	Hospitals provide opportunities for co-locating various forms of health services, including supportive housing and long term care.
Useful Resources	Central LHIN - http://www.centralhlin.on.ca/home.aspx Ministry of Health and Long-Term Care - http://www.health.gov.on.ca/english/

EMERGENCY MEDICAL SERVICES (EMS)	
Description of Facility	Paramedic Response Stations
Agency with Primary Responsibility for Determining Needs	York Region Emergency Medical Services
Planning and Decision-Making, Process and Policies	York Region EMS has a ten-year capital plan that determines need for EMS facilities based on historical trends and responding to growth. It is currently developing a capital plan based on a more proactive model to determine needs.
Existing Standards for Provision, if applicable	The legislation governing EMS operations is the <i>Ambulance Act, RSO, 1990 c A. 192</i> and Ontario Regulation 257/00. The MOHLTC has established EMS certification standards based on this legislation and conducts reviews of all Ontario EMS operations every three years.
Funding and Delivery, including Primary Funding Agency	EMS facilities are funded by development charges and taxes in addition to funding from the Province for their operations. Joint funding between the MOHLTC and Upper Tier Municipalities such as York Region. MOHLTC covers 50% of "approved land ambulance costs."
Site and/or Locational Requirements	Consult with York Region EMS.
Potential Planning Approaches	Co-location of community services, such as a community centre or schools. Co-location of emergency and safety services, such as fire, police and EMS should also be considered although it should be noted that it is not always ideal to locate emergency services in the same location. In an emergency, it might be better to have the different emergency and safety services coming from different locations.
Useful Resources	York Region EMS - http://www.york.ca/Services/Emergency+Medical+Services/EMS+Operations/EMS_Operations.htm#prs Ministry of Health and Long-Term Care - http://www.health.gov.on.ca/english/Ambulance Act R.S.O. 1990, Chapter A.19 Reg. 257/00 - http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm

AFFORDABLE & SPECIAL NEEDS HOUSING	
Description of Facility	Affordable Housing is housing with rent or a purchase price that is not more than 30% of gross annual household income for low and moderate income households. Special Needs Housing is housing that is used by people who have specific needs beyond economic needs including, but not limited to, needs such as mobility requirements or support services needed for daily living.
Agency with Primary Responsibility for Determining Needs	York Region Housing Services branch
Planning and Decision-Making, Process and Policies	York Region Housing Services branch is responsible for determining and forecasting housing needs in the Region while individual municipalities, such as the Town of Markham, undertake housing needs assessments to identify local needs. The Region is currently reviewing the process for the development of social housing projects and is currently developing a Regional Housing Strategy. Markham recently developed an Affordable and Special Needs Housing Strategy which identifies needs in the Town and strategies to address these needs.
Existing Standards for Provision, if applicable	The York Region Official Plan requires that a minimum of 25% of new housing units across the Region be affordable and that a portion of these units must be affordable to persons with disabilities. The Affordable and Special Needs Housing Strategy developed draft Official Plan policies that identify affordable housing targets for the Town. The Town is currently developing Accessibility Design Guidelines that go beyond provincial design guidelines and, once approved, Town facilities will be required to comply with these guidelines.
Funding and Delivery, including Primary Funding Agency	Affordable housing is delivered by the market and different levels of government may look to intervene through policy measures to ensure a sufficient supply of affordable private market housing. Assisted or social housing is funded primarily by York Region and the provincial and federal governments. The current funding program is the Canada-Ontario Affordable Housing Program which provides capital grants for new housing units, along with grants-in-lieu of property taxes so that the effective property tax rate is equivalent to single residential housing. Special needs housing is funded primarily by York Region and provincial and federal governments through a variety of programs. The Region and non-profit organizations are responsible for the delivery of new special needs housing. The Ministry of Health and Long-Term Care (MOHLTC) has the provincial mandate to provide services to those aged 16 or older through such programs as support services for persons with mental illness, persons with physical disabilities, persons with acquired brain injuries, and persons with HIV/AIDS, long-term care homes, and home care services. Through the Local Health Integration Networks, MOHLTC provides a number of supportive housing funding and programs for these population groups. The Ministry of Community and Social Services (MCSS) provides funding and programs that support a wide variety of needs of individuals and families in Ontario including persons with developmental disabilities, Aboriginal peoples, victims of domestic violence and persons who are deaf, hard of hearing and/or blind. The Federal government provides funding to help prevent and reduce homelessness through the Homelessness Partnering Strategy

	<p>(HPS). The HPS is based on a housing-first approach, which emphasizes transitional and supportive housing followed by supports for the individuals. HPS funding is delivered through the Halton Region Social and Community Services Department, Housing Division. On November 8th, 2010, the Government of Canada announced that it will renew funding for the HPS for another three years at current funding levels.</p>
Site and/or Locational Requirements	<p>Site requirements will vary depending on the housing type and scale of the project. Affordable and special needs housing should be located in communities with a mix of housing types and in close proximity to jobs and amenities.</p>
Potential Planning Approaches	<p>Co-location of affordable and special needs housing can occur with child care facilities, libraries, cultural facilities and community centres.</p>
Useful Resources	<p>Town of Markham Affordable and Special Needs Housing Strategy - http://www.markham.ca/markham/ccbs/indexfile/Agendas/2011/Development%20Services/pl110405/Affordable%20and%20Special%20Needs%20Housing%20Strategy%20-%20Appendix%20A.pdf</p> <p>York Region Housing Services - http://www.york.ca/Departments/Community+Services+and+Housing/Housing+Services/default_housing.htm</p> <p>Ministry of Health and Long Term Care - http://www.health.gov.on.ca/en/</p> <p>Ministry of Community and Social Services - http://www.mcscs.gov.on.ca/en/mcss</p>



Appendix D. - Plans and Resources for Different Types of Community Infrastructure

Community Infrastructure Stakeholders		Plans
Markham Development Services Commission	Parks & Open Space	Community Design Plans, Special Area Plans, Official Plan, Integrated Leisure Master Plan
	Affordable & Special Needs Housing	Affordable & Special Needs Housing Strategy, Official Plan
	Fire Services	Fire Master Plan
	Recreation	Integrated Leisure Master Plan
	Arts & Culture	Culture Plan, Integrated Leisure Master Plan
	Library Services	Library Strategic Plans, Integrated Leisure Master Plan
	Parks Operation	**Does not determine need**
York Region	Planning & Development Services	York Region Official Plan
	Police	Police Services Capital Plan
	EMS	Ten-Year EMS Capital Plan, Human Services Multi-Year Plan
York Region Community and Health Services	Housing Services	Regional Housing Supply Strategy, Human Services Multi-Year Plan, Regional Housing Strategy
	Family & Children's Services	Child Care Service Plan, Human Services Multi-Year Plan
	Long Term Care & Seniors	Human Services Multi-Year Plan, Senior Strategy
Toronto & Region Conservation Authority		Valley & Stream Corridor Management Plan, Environmentally-Significant Areas
York Region District School Board & Catholic School Board		Long Term Accommodation Plans, Capital Plans
French Public School Boards		Capital Plan
Central LHIN		Capital Planning Framework, Need Assessment & Gap Analysis
Seneca College		Campus Master Plan

*plans in blue are currently under development

Appendix E. - Best Practices

The following presents some best practices that have been extracted from ongoing research conducted by SHS Consulting in the area of community infrastructure planning.

Planning Advisory Service (PAS) - A Steps Approach to Infrastructure Planning and Delivery

The PAS is a Local Government Improvement Development Program in England. The Approach is a seven step process for infrastructure planning and delivery that recognizes that much of the work is already being done by planners, providers and funders. It defines infrastructure as physical, green and community focused and presents a flexible framework for gathering and analyzing and planning for infrastructure based on existing information and materials. The seven steps include:

- Step 1: Vision/Policy Context - establish the direction for the future of the area based on the evidence of local needs and priorities.
- Step 2: Governance - manage the process and enable full participation from stakeholders and providers.

Step 3: Evidence Gathering - to be undertaken as part of wider evidence gathering already undertaken by infrastructure partners

Step 4: Standards and Deficits - identify what the public sector organizations are attempting to achieve and assess what is already provided and whether it meets current and future needs.

Step 5: Infrastructure Delivery Plan - identify infrastructure requirements and delivery resources in five-year phases. The Plan can also be a means of identifying what cannot be funded but may be required and will be a good basis for developers contributions where appropriate.

Step 6: Validation - demonstrate that partners, governance process and project management processes are in place to support delivery and estimate costs, allowing for amendments if situations change. This provides opportunities for integration with service provider programs.

Step 7: Delivery - proactive management and regular monitoring to allow plans to be changed and new investment to be brought in at the appropriate time.

British Property Federation - Planning for Social Infrastructure in Development Projects

This document is a guide for private sector developers to plan for the required provision of social infrastructure (including health, educational, recreational, and other facilities) as part of large scale developments to serve the needs of the new community. It proposes the use of the ATLAS Social Infrastructure Matrix.

The ATLAS social infrastructure matrix is a tool to systematically identify the different elements of social infrastructure and their characteristics and to help assess a development proposal based on the evidence of planning need and examining whether the proposed response is adequate. Implementation issues, such as management, ownership and ongoing funding are also included to help ensure these issues are considered at an early stage.

The matrix is to be an aid to intra-agency working and communication and is used to form an agenda for a project-level Social Infrastructure Topic Meeting. This meeting would be formed by key stakeholders to discuss areas of identified agreement, gaps in evidence and information, and areas of disagreement for resolution

The matrix is to be filled out by the key stakeholders, including the local planning authority, developer,

statutory agencies, LSP/corporate policy, etc. Certain areas highlight which party should fill in the relevant box, although there is likely to be some overlap. The idea of the matrix is to be filled out in parallel by all agencies then returned to the local planning authority for amalgamation.

Homes and Community Agency (HCA) is the national housing and regeneration agency of England. It is a non-departmental public body sponsored by the department of Communities and Local Government (CLG).

Advisory Team for Large Applications (ATLAS) provides specialist advisory service nationwide. Work with local authorities, the private sector and other stakeholders to help them evolve and move large and complex proposals through the planning system.

Region of South East Queensland Regional Plan 2005-2026 - Implementation Guideline No.5 - Social Infrastructure Planning

This document represents a comprehensive discussion, guidelines and toolkit to guide how to:

- determine what social infrastructure is needed
- develop locally appropriate levels of service
- address regional planning and policy imperatives
- deliver appropriate levels of infrastructure through integrated social infrastructure through integrated social infrastructure planning processes.

While it defines the many types of community infrastructure, the content focuses on the facilities which will accommodate and promote the development of community services and networks. Services and programs change on a frequent basis and are best explored in co-operation with relevant agencies.

The Guideline proposes a social infrastructure planning process. This process includes 3 phases: Community Profiling; Analysis and Assessment of Infrastructure; and, the Provision and Implementation. The tasks are identified for each phase. Methods for participation and tools to gather, organize and assess information are provided for each task.

The community profile would include a demographic analysis of existing and projected population characteristics. This profile would also include an inventory of existing facilities to present “a complete picture” of council, state, private and community-sector owned facilities. The document provides a facilities survey worksheet and gives guidance on approaches to managing the data received.

The Analysis and Assessment phase includes a detailed needs assessment which includes:

- analysis of demographic trends and existing facilities;
- spatial analysis through mapping facility locations, population concentration, socio-economic indicators, transportation routes, and future growth areas;
- development of locally indicative standards based on comparators;
- identification of existing and future need; and,
- validation and reporting to facility and service providers.

The Guidelines also provide guiding principles related to monitoring standards, maximizing facility use, co-location and partnerships to inform assessment. It also includes discussion of particular planning considerations for community infrastructure planning.

The Provision and Implementation phase considers the availability of different funding mechanisms and service delivery models. It defines the relationships between different stakeholders as funders and/or providers of particular facilities.

Planning for Community Services and Facilities in the City of Toronto

Community services and facilities receive an entire section of Toronto's Official Plan and are referenced throughout other policy sections. The Official Plan identifies a Community Services/Facilities Study as a required study for large development proposals by application type. These stages include Official Plan amendments, Zoning By-Law amendments and Plan of Subdivision.

The City's Development Guide provides a Terms of Reference for the Community Services/Facilities Study. These terms include the rationale for Community Services and Facilities Studies and further elaborate requirements by application type. The Terms of Reference identify the following services and facilities to include, but not limited to:

- Elementary and secondary schools
- Public libraries
- Child care centres
- Community and recreational centres

- Arenas
- Swimming pools
- Social services
- Community space

The City's Development Guide also provides a list of External Agencies, Boards, Commissions and External Contacts that any application may be circulated to. Larger area plans are typically City-initiated. The City prepares the Community Services and Facility Study for Avenue Studies, Secondary Plans or revitalization exercises (e.g. Lawrence Heights). These are conducted by the City's Community Policy department.

For development applications a consultant is retained by applicant to prepare a Community Services and Facility Study based on the Development Guide's Terms of Reference. In many cases the consultant and City Planning staff identify the catchment area and the various social service providers to be included in the study through pre-application consultations. The study is then submitted with the application and circulated to the City's Community Policy department for review and comment.

Whether it is an area study or a development application, various City Divisions (e.g. Parks, Library Services, Fire Services) and external agencies are involved. For a City-initiated study these groups are involved as part of the City team from the initial study

stages through to Council approval. For a development application they are circulated the application* (and any revised submission) and asked to provide comments. Comments are then reviewed by the assigned Community Planner and provided to the applicant to address (if required).

Appendix F. - Models for Co-Location

The following provides definitions of some examples of models used for co-location.

- Public-public partnerships - are a cooperative venture between a government body or public authority and another public authority or non-profit organization to provide services and/or facilities.
- Private-public partnerships - are a cooperative venture between the public and private sectors that engage the expertise or capital of the private sector to meet public need. These partnerships span a spectrum of models. At one end is the complete contracting out of public services, at the other end, are arrangements that are publicly administered within a framework that allows for private finance, design, building, operation and possibly ownership of an asset.
- Infrastructure Agreements are written agreements between local municipalities and developers or landowners for the sharing of space or facilities. A frequently used example of this model is the sharing of school space for municipal

or community-based recreation or educational programming. This model is practiced throughout Halton Region.

- Multi-Tenant Service Centres allow service providers to improve client services through coordinating and integrating service delivery, activities, space, and administrative resources. As a form of co-location this can take on many forms and include both public and private interests.
- Child and Family Hubs integrate the delivery of a range of family support services including early childhood education and care, parenting and provider support and education, community activities, education services, and in some cases, health services. Integration is achieved through the coordinated planning, funding and provision of these services. This can involve multiple public, community and private agencies.
- Health Precincts are major facilities offering a comprehensive range of community-based health and other human services. They involve the co-location of public, private and non-government human service providers. The services provided will depend on needs of the area served but may include: prevention and promotion services;

primary health services; acute services; rehabilitation and extended care services; counselling; crisis support; and, ambulatory services.

- Use of Cross-subsidies is the idea that a municipality can act as a developer and owner to commission a private developer to deliver a number of residential units at an agreed rate of return and then use the profits from development for community facilities.

Appendix G. - Markham's Land Use Planning Process

- Identify and consider opportunities for partnerships

Official Plan

An Official Plan guides the future development of land in Markham and is prepared with input from different stakeholders, including the public. Markham is currently reviewing its Official Plan to be consistent with senior government policies and guidelines and the Regional Official Plan. An official plan deals mainly with issues such as:

- Where new housing, industry, offices and shops will be located
- What services, such as roads, water mains, sewers, parks and schools, will be needed
- When and in what order parts of the community will grow
- Community improvement initiatives

In accordance with the Planning Act, Official Plans must be reviewed every five years to ensure that it incorporates any changes to regional or provincial plans or policy directions. This is also an opportunity to ensure that the Official Plan continues to address local priorities and changing community needs.

Pre-Consultation Meeting

Prior to submission of a development application (excluding site plan applications), applicants are required to meet with Town staff and senior levels of government and external agencies as determined by Markham to scope the issues associated with a specific development proposal.

The supporting information and materials needed to evaluate a development application are determined at the pre-application meeting. All supporting information determined at the pre application meeting must be submitted for Markham to recognize the application as being complete.

This process presents an opportunity for community infrastructure providers to:

- Request a Community Facilities and Services Needs Assessment to help determine if proposed development (i.e. additional population) will have an impact on existing community infrastructure and if additional community infrastructure is required

Official Plans contain high level statements about planning and protecting for community infrastructure.

An Official Plan Amendment (OPA) is the process through which changes are made to Markham's Official Plan. Changes may be required due to new circumstances in the community or because of requests made by property owners. The Region determines who the approval authority will be for the application.

Changes are made after careful consideration by Town planning staff and Council to ensure the goals and objectives of the Official Plan are maintained. OPA approval is authorized by the Planning Act and proposed amendments must follow an established process. The Official Plan Amendment application process may take approximately six to twelve months to complete.

Secondary Plan / Local Area Studies

Secondary Plans or Local Areas Studies set out detailed land use policies to guide growth and development for specific communities within Markham and are more directive than the Official Plan. At this stage, the requirements for community infrastructure are identified which may include:

- Identifying a possible location on a map (i.e. location of park, school). It can simply be a

placeholder to protect the interest of the community infrastructure

- Identifying a list of community infrastructure anticipated for the community (i.e. number of playing fields, parks, tennis courts, etc.)
- Identifying or requiring an inventory of surrounding community infrastructure

Markham's current Official Plan includes 46 Secondary Plans (statutory and non-statutory). The current process to amend a secondary plan involves the same stakeholders as an official plan amendment. Unlike Secondary Plans, Local Area Studies are not adopted under the Official Plan.

Markham is currently working on the development of a Secondary Plan for the Langstaff Gateway intensification area which includes lands from three neighbouring municipalities including Markham, Richmond Hill and Vaughan. The scale and location of this project presents a unique planning exercise. The Region has taken on a leadership role in the development of this plan and coordinating stakeholders.

As part of this process an inventory of potential community infrastructure facilities was collected. Based on this inventory and precedent studies of other urban contexts, the current plan and Official Plan Amendment (OPA) identifies floor space requirements

for community infrastructure uses for each phase of the area's development. These thresholds will serve as a pilot for whether similar spatial thresholds can be established and met in intensification areas.

A broader range of community infrastructure stakeholders were engaged in the development of this plan. However, the capacity of each agency to participate in this planning process varied based on their individual approaches to provision and planning.

Tertiary / Precinct or Community Design Plans

A tertiary or precinct plan is intended to outline development principles and guidelines at a level of detail that is not possible within a broader secondary plan. The intent is that these principles and guidelines form the bridge that allows Markham to move from Official Plan policies to zoning by-law provisions.

A precinct plan provides design concepts and development guidelines for the implementation of public infrastructure, such as streets, parks and community facilities, and the built form of new development. As such, a precinct plan directs public infrastructure investment and provides the foundation for the preparation of a comprehensive zoning by-law to regulate future developments.

Zoning By-Law

A zoning by-law controls the use of land in a municipality. It states:

- How land may be used
- Where buildings and other structures can be located
- The types of buildings that are permitted and how they may be used
- The lot sizes and dimensions, parking requirements, building heights and setbacks from the street.

A zoning by-law implements the objectives and policies of the Official Plan. By-laws specify the types of permitted uses and the required standards for each zone. Markham has over 52 zoning by-laws.

A zoning by-law amendment or re-zoning is the process through which the municipality guides and approves changes to land use or development standards. The application process for a zoning by-law amendment takes approximately six to twelve months.

Plan of Subdivision

A registered plan of subdivision is a legal document that shows:

- The exact surveyed boundaries and dimensions of lots on which houses or buildings are to be built
- The location, width and names of streets
- The sites of any schools or parks

A plan of subdivision does not show specific building locations as the rules for the location of buildings are set out in the zoning by-law. The plan of subdivision must be in general conformity with Markham's Official Plan and the Regional Official Plan as well as provincial policies. A building permit cannot be issued and construction cannot begin until the subdivision is registered.

It is through this process that Markham or other service providers (i.e. School Board) will acquire land to build the community infrastructure (i.e. parks, schools, community centres, etc.) It is also at this stage that Markham collects development charges that fund certain community infrastructure.

The application process for a plan of subdivision may take up to three years from pre-consultation to registration of the plan.

Site Plan

Site plan control builds on zoning and allows for limited conditions related to site design matters, including

agreements that may be registered on title. To use site plan control, a site plan control area must be shown or described in an approved official plan. Additionally, a site plan control by-law must be passed by the municipality designating all or any part of the area shown in the official plan as a site plan control area.

Site Plan Approval is the process through which Markham guides and approves the design and layout of buildings and developments and it is authorized by the Planning Act. This is to ensure that buildings are high quality and contribute to the public realm and environment in which they are placed. Depending on the complexity of the application, a site plan may take from two to six months to complete.

Tools for Implementation

There are a number of tools available to Markham of Markham to support the provision of community infrastructure in Markham through various stages of the planning process. The extent that these tools can be used to support the provision of community infrastructure in Markham is highly dependent on the involvement and capacity of the other agencies involved in provision of each type of community infrastructure. These tools need to work in tandem with the plans and processes already undertaken by various agencies.

Section 37

Section 37 of the Planning Act allows local municipalities to approve additional height or density for a development in exchange for community benefits as part of an amendment to the zoning by-law. Benefits that are received through Section 37 could be used to fund facilities, services and other matters not typically funded through development charges.

In September 2010, the Town of Markham adopted new Official Plan policies related to the use of Section 37 of the Planning Act. These provisions describe community benefits as consisting of matters not limited to:

- Conservation or improvement of cultural heritage areas or buildings;

- Preservation of woodlots, environmentally significant areas and enhancement of areas, not accepted as parkland dedication;
- Contribution to the urban forest on public lands;
- Provision of public access to ravines and valleys;
- Provision of increased on-site open space or facilities such as day care centres, community centres, recreational facilities;
- Provision of affordable and special needs housing including housing for senior citizens;
- Conservation and replacement of rental housing;
- Enhanced connections to transit facilities;
- Enhanced improvements to transit facilities;
- Achieve additional road or servicing improvements;
- Provision of public parking facilities;
- Protection of significant views;
- Public art; and,
- Non-profit cultural facilities, and other local improvements identified in Council initiated studies.

These policies specify that the provision of community benefits will be based on local community needs, intensification issues in the area, and the objectives of Markham's Official Plan or secondary plans, with priority given to the provision of community benefits in proximity to the proposed development.

The applicability of Section 37 for community infrastructure relies on the identification of need and an individual developer's interest in negotiating for such benefits. As well, these are one time contributions and to not account for the cost of operating and maintaining the facilities once they are built.

Parkland Dedication

Section 42 of the Planning Act grants Local Municipalities the power to require that land, or cash-in-lieu, be dedicated for park or recreational purposes as a condition of development or redevelopment of land through Official Plan policies. This power can be exercised through plans of subdivision provided for in Section 51 and Consents under Section 53.

The Town of Markham's Parkland Dedication By-Law specifies that as a condition of development or redevelopment the owner of land shall convey land for park or other recreational purposes at a rate of 2% for land proposed for commercial or industrial purposes, 5% for land proposed for purposes other than commercial or industrial use, and one hectare for land proposed for residential development for each 300 dwellings. In lieu of conveyance of land Markham may require the payment of money equal to the value of the land or a combination of land and money as specified by Council.

Development Charges

The Development Charges Act grants authority to municipalities to enact a development charge by-law to apply a charge on land to be developed where the development will increase the need for municipal services to help offset capital costs. The services to be funded are set out in the development charges by-law. Each municipality sets up a separate reserve fund for each service to be funded. The amount of the charge is based on estimates of anticipated increases in services.

The Town of Markham currently levies three types of development charges for the recovery of growth-related capital costs. These include Town-Wide Soft Service Development Charges, Town-Wide Hard Service Development Charges, and Area-Specific Development Charges.

Under Markham's Development Charges By-Law, Town-Wide Soft Service Development Charges can be used for *the recovery of growth-related cost for the provision of general government, library, fire, indoor recreation, parks development and facilities, and public works (building, equipment and fleet) services.* These charges are levied on a uniform basis against all development in Markham.

Community Improvement Plans

Part V of the Planning Act provides powers to municipalities for the designation, planning, development and funding of community improvement. This may include: residential, public, recreational, and institutional uses, as well as buildings, structures, works, improvements, facilities or spaces. Municipalities may acquire, hold, prepare or purchase land for the purposes of community improvement. They may also make grants or loans for the purposes of community improvement within designated areas. This funding may be provided to land or building owners or tenants, as well as between upper tier and lower tier municipalities.

The Town of Markham's Official Plan has enabling policies for community improvement. The Plan identifies areas with *deficient or deteriorated public infrastructure, or amenities such as parks, open space, and community facilities* as eligible for community improvement designation. To date this tool has not been used extensively in Markham.

Holding By-Laws

A zoning by-law can include a holding provision that allows the municipality to freeze development of land until desired conditions are met. The holding by-law can be used to ensure that adequate community

infrastructure is in place prior to future development or can be used to allow the community infrastructure provider the time required to determine whether the community infrastructure will be needed in that location.

The Town of Markham's Official Plan provides for the use of a 'Holding' zone category *when Markham has determined the specific land use for an area or a parcel of land but development of the lands for the intended use is premature until certain requirements and conditions, as appropriate, are fulfilled.* These requirements may include the appropriate phasing of development or redevelopments, secondary or tertiary plans, draft plans of subdivision, and/or site plan control approvals.

Community Facility and Services Needs Assessment (OPA 172)

As part of an application for an official plan amendment, zoning by-law amendments, plans of subdivision, plan of condominium, or consent applications Markham has the authority to request additional submission requirements such as a Community Facility and Service Needs Assessment in order to properly assess a planning application.

The general intent of a Community Facilities and Services Needs Assessment is to *inventory and evaluate*

existing community facilities and services, such as community centres, day care centres, emergency services, health care, libraries, parks, places of worship and schools to assess if additional facilities and services will be required.

This assessment tool is not used frequently in Markham. Previous Community Facility and Services Needs Assessment studies completed did not sufficiently inform decision-makers on the current or future community infrastructure requirements for the areas being studied. Additional terms of reference for these assessments could be developed in cooperation with community infrastructure agencies to improve the use and value of this tool.

Appendix H. - Circulation and Engagement Tables

The following table proposes a framework for engaging community infrastructure stakeholders at particular stages of the land use planning process. The intent is to expand the circulation of development applications when necessary and formalize the involvement of key community infrastructure stakeholders earlier in the land use development process.

Community Infrastructure Stakeholder Circulation and Engagement										
Community Infrastructure Stakeholders	Pre-Consultation Meeting	Official Plans	Secondary Plans / Local Area Studies	Tertiary or Precinct / Community Design Plans	Official Plan Amendment	Secondary Plan Amendment	Plan of Subdivision	Zoning By-Law Amendment	Site Plan	
										Length of Stage
Markham Markham Community & Fire Services Commission	Participants are determined by Town staff and applicant	X	X	X	X	X	X	X	X	
										Development Services - Parks and Open Space Planning
										Fire Services
										Recreation
Markham Community & Fire Services Commission	X	X	X	X	X	X	X	X	X	
										Arts & Culture
Markham Community & Fire Services Commission	X	X	X	X	X	X	X	X	X	
										Library Services
Markham Community & Fire Services Commission	X	X	X	X	X	X	X	X	X	
										Operations



Community Infrastructure Stakeholder Circulation and Engagement

Community Infrastructure Stakeholders	Pre-Consultation Meeting	Official Plans	Secondary Plans / Local Area Studies		Tertiary or Precinct / Community Design Plans	Official Plan Amendment	Secondary Plan Amendment	Plan of Subdivision	Zoning By-Law Amendment	Site Plan
			Official Plans	Local Area Studies						
York Region	Planning & Development Services	X	X	X	X	X	X	X	X	X
	Police	X	X	X						
	EMS	X	X	X						
	Housing Services	X	X	X						
	Family & Children's Services	X	X	X						
	Long Term Care & Seniors	X	X	X						
Toronto & Region Conservation Authority		X	X	X		X	X	X	X	
York Region District School Board & Catholic School Board		X	X	X		X	X	X		
French Public School Boards		X	X	X		X	X	X		
Central LHIN		X	X							
Seneca College		X	X							

Development applications will be circulated to the Community Planning Branch of York Region Planning and Development Services. Community Planning will circulate the applications and information requests to those Community and Health Services departments that expressed needs or interests as part of earlier secondary or tertiary planning exercises OR if it is determined by Markham (DSC) or York Region Community Planning that there may be an interest, opportunity for partnership or benefit in the absence of previous documentation of needs in the planning area.

Development applications will be circulated to those Community Services departments or agencies that expressed needs or interests as part of earlier secondary or tertiary planning exercises OR if it is determined by Development Services Commission (DSC) that there may be an interest, opportunity for partnership or benefit in the absence of previous documentation of needs in the planning area.

Development applications will be circulated to those Community Services departments or agencies that expressed needs or interests as part of earlier secondary or tertiary planning exercises OR if it is determined by Development Services Commission (DSC) that there may be an interest, opportunity for partnership or benefit in the absence of previous documentation of needs in the planning area.



The following table identifies the type of data considerations that community infrastructure stakeholders should consider at particular stages of the land use planning process. The intent is that these considerations will be requested of the community infrastructure stakeholders by the District or project planners in Markham Development Services as per their specified involvement identified in the engagement framework above. These questions may be considered as part of a standardized Data Collection Form or in issue specific meetings as required.

Facility Data Considerations by Land Use Planning Stage	
	Meeting participants identify specific community infrastructure interests and stakeholders
Pre-Consultation Meeting	
Official Plans	<ol style="list-style-type: none"> 1. What are the Town-wide interests for each type of infrastructure? 2. What are the general locational requirements for each type of facility? 3. To you have plans or needs for specific areas in the Town?
Secondary Plans / Local Area Studies	<ol style="list-style-type: none"> 1. What existing facilities are there in the planning area? What area(s) do they serve? 2. What target group(s) are served by these facilities? 3. Are there particular locational criteria that should be considered for these facilities? 4. How is the need for these facilities identified? 5. Is there currently a need for facilities in the planning area? If so, what is currently proposed? 6. How much space is required to meet the need for this area? 7. Are there future needs for a facility in the area identified? If so, when would it be needed? 8. If not, what information would be useful to help determine future needs for the area? 9. What are the current funding sources and availability for needed facilities in this planning area? 10. Are there potential partnerships that should be explored in providing facilities in this planning area? If so, what would they provide? 11. What other planning considerations are there for current or future facilities in this area? 12. When would further consultation be desired on facility development in this planning area? 13. Are there other stakeholders that should be consulting regarding this type of facility and the planning area?
Tertiary or Precinct / Community Design Plans	<ol style="list-style-type: none"> 1. How much space is needed to accommodate current or future facility needs in this planning area? How was this determined? 2. Where and in what form should this space be provided? Why? 3. Are there opportunities to share space in this planning area? If so, with whom?

Official Plan Amendment	<ol style="list-style-type: none"> 1. Does this amendment impact provision of needed facilities? 2. Consider questions for 'Official Plans' in regard to the specific application.
Secondary Plan Amendment	<ol style="list-style-type: none"> 1. Does this amendment impact provision of needed facilities? 2. See questions for 'Secondary Plans', OR previously completed Data Collection Forms or Community Facilities and Services Needs Assessment in regard to the specific application.
Plan of Subdivision	<ol style="list-style-type: none"> 1. What parcel of land will accommodate needed facilities? 2. What facilities should/will be located there? 3. See questions for 'Secondary Plans' and/or 'Tertiary Plans' OR previously completed Data Collection Forms or Community Facilities and Services Needs Assessment in regard to the specific application.
Zoning By-Law Amendment	<ol style="list-style-type: none"> 1. Does this amendment impact provision of planned facilities? 2. What type of building or structure will be required for the facility? How could these facilities be used?
Site Plan	<ol style="list-style-type: none"> 1. What are the built form and open space design specifications for the development of the site?

Appendix I. - Community Infrastructure Data Collection Form

The purpose of the Data Collection Form is to share information about the current planning exercise being undertaken and gather specific information on the needs and future plans for each type of community infrastructure facility related to the planning area. Planning staff provide a project description and circulate this form to each community infrastructure agency for completion.

The questions in this form identify the type of data to be requested for each community infrastructure stakeholder as part of a secondary planning process and some subsequent stages of the development application review process where consultation by survey is deemed appropriate. This form may be circulated or re-circulated to particular agencies or departments at different stages in the development of a plan or project. Check boxes allow for the planner to indicate which questions are relevant to the proposed plan or project. It may be appended to standard development application circulation packages.

PROJECT DESCRIPTION

Project Name:	
Type of Planning Application or Exercise:	
Location of Project or Area Being Planned:	
Project Description (i.e. size, use, goals/objectives, relevant demographic or development trends):	

Project Timeline:	
Related Policies or Projects:	
Completed By:	<i>"Representative from Development Services"</i>

INFRASTRUCTURE INFORMATION	
Type of Infrastructure*:	
Completed By:	<i>"Representative from Community & Fire Services or Specific Agency"</i>
Date Completed:	

FACILITY DATA		Response Requested
What are the Town-wide interests in providing facilities in Markham?		<input type="checkbox"/>

<p>What are the general locational requirements?</p>	<input type="checkbox"/>
<p>Are there plans or needs for specific areas in the Town?</p>	<input type="checkbox"/>
<p>What existing facilities are there in the planning area? What area(s) do they serve?</p>	<input type="checkbox"/>
<p>What target group(s) are served by these facilities?</p>	<input type="checkbox"/>
<p>Are there particular locational criteria that should be considered for these facilities?</p>	<input type="checkbox"/>
<p>How is the need for these facilities identified?</p>	<input type="checkbox"/>

<p>Is there currently an identified need for facilities in the planning area? If so, what is currently proposed?</p>	<input type="checkbox"/>
<p>How much space is required to meet the need for this area?</p>	<input type="checkbox"/>
<p>Are there future needs for a facility in the area identified? If so, when would it be needed? If not, what information would be useful to help determine future needs for the area?</p>	<input type="checkbox"/>
<p>What are the current funding sources and availability for needed facilities in this planning area?</p>	<input type="checkbox"/>
<p>Are there potential partnerships that should be explored in providing facilities in this planning area? If so, what would they provide?</p>	<input type="checkbox"/>
<p>What other planning considerations are there for current or future facilities in this area?</p>	<input type="checkbox"/>
<p>When would further consultation be desired on facility development in this planning area?</p>	<input type="checkbox"/>



<p>Are there other stakeholders that should be consulted regarding this type of facility and the planning area?</p>	<input type="checkbox"/>
<p>How much space is needed to accommodate current or future facility needs in this planning area? How was this determined?</p>	<input type="checkbox"/>
<p>Where and in what form should this space be provided? Why?</p>	<input type="checkbox"/>
<p>Are there opportunities to share space in this planning area? If so, with whom?</p>	<input type="checkbox"/>
<p>Does this amendment impact provision of needed facilities?</p>	<input type="checkbox"/>

*Particular agencies may provide, plan or fund multiple pieces of community infrastructure. A survey should be completed for each type of community infrastructure. Multiple surveys may be completed for the same piece of infrastructure as required.



Appendix J. - Community Infrastructure Plan Draft Terms of Reference

The Town has the authority to request a Community Facilities and Services Needs Assessment (or Community Infrastructure Plan) as an additional submission requirement of an application for an Official Plan Amendment, Zoning By-Law Amendment, Plan of Subdivision, Plan of Condominium or Consent.

This submission requirement provides an important opportunity for more integrated community infrastructure planning in Markham. The following identifies general terms of reference to support the completion of Community Infrastructure Plans. The applicant would work with planning staff to determine the specific terms of reference for each study area. The contents of a typical study would include, but are not limited to:

1. A Study Area Profile that provides basic background information on the existing community and development trends, including:
 - Existing and projected demographic data and population characteristics
 - Current policy frameworks and development plans
2. An Inventory of Community Infrastructure existing in or servicing the study area including, but not limited to:
 - Parks and Open Spaces
 - Fire Stations
 - Police Stations
 - Recreational Facilities
 - Trails
 - Conservation Areas
 - Community Centres
 - Libraries
 - Arts and Cultural Facilities
 - Child Care Centres
 - Public Schools
 - Separate Schools
 - French Public Schools
 - Post-Secondary Institutions
 - Long Term Care Facilities
 - Hospitals
 - EMS Stations
 - Affordable and Special Needs Housing

3. A map of community infrastructure facilities serving the study area
4. Facility profiles that identify:
 - Facility size & capacity
 - Target populations served
 - Current need and demand for the facility or its services
 - Existing or future plans for expansion, renovation or reduction
 - Facility ownership and operation
 - Existing and potential partnerships
 - Funding sources and availability
 - Impact of proposed development on current or future facilities
5. An assessment of individual facilities profiles and the study area profile that identifies the strengths, weaknesses, opportunities and threats for community infrastructure in the study area, the impact of the proposed development or plan and recommendations on how to direct the provision of community infrastructure in the area.