



Report to: Development Services Committee

Report Date: November 29, 2011

SUBJECT: Town of Markham Draft Community Infrastructure Strategy

PREPARED BY: Teema Kanji, Senior Project Coordinator (ext. 4480)
Policy and Research Division

RECOMMENDATION:

- 1) That the staff report entitled "Town of Markham Draft Community Infrastructure Strategy", dated November 29, 2011, be received;
- 2) That the Markham Community Infrastructure Background Report prepared by SHS Consulting attached as Appendix B, be received;
- 3) That the recommended Markham Draft Community Infrastructure Strategy attached as Appendix 'A' be posted on the Town website for public review and comment;
- 4) That Staff report back to Development Services Committee with final recommendations for a Community Infrastructure Strategy and the incorporation of policies into the new Official Plan;
- 5) And that Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

One of the key planning objectives of the Growth Plan for the Greater Golden Horseshoe is to ensure better use of land and infrastructure by directing some growth to existing urban areas through intensification, compact greenfield communities and transit supportive densities. The growth alternative endorsed by Council in May 2010 is supportive of this shift in urban form. In addition to this change in urban form, Markham has undergone in the past 20 years, and will continue to undergo, considerable demographic change (i.e. significant population growth, aging population, change in ethnic composition, etc.). This change in urban form and demographic composition has a direct impact on the delivery of community infrastructure, and municipalities are required to take into consideration the coordination of planning and investment for community infrastructure when planning for growth.

The Growth Plan defines community infrastructure as public facilities that house and support the provision of community services and networks (e.g. schools, health services, police, fire, EMS, community centres, parks, libraries, etc.).

In 2010, the Town retained SHS Consulting to undertake a review of how community infrastructure is provided and to develop a draft strategy for incorporating community infrastructure planning into the community planning and development approval process. In June 2011, SHS Consulting made a presentation to Committee to provide some background and policy context on the study and identify goals and objectives for developing a draft Community Infrastructure Strategy for Markham. Also in June, the consultants held a

workshop with Town staff and external representatives to develop a vision for the Strategy and establish strategic objectives and a recommended framework for a draft strategy for Markham.

The Town's consultant has prepared a Markham Community Infrastructure Background Report for Markham (attached as Appendix 'B') which identifies roles and responsibilities of different agencies, planning approaches, existing relationships and current challenges to delivering community infrastructure. The Background Report also makes a number of recommendations for a draft Community Infrastructure Strategy for Markham. The recommended Community Infrastructure Strategy once completed will represent the Town's response to the provincial Growth Plan and will be used to inform future planning for community infrastructure.

The focus of the Community Infrastructure Strategy is to define a framework to improve upon the existing development approval process to ensure that community infrastructure stakeholders are informed and engaged through the planning review process, and in turn can look for opportunities to share resources and improve service delivery. The intent of this strategy is not to establish needs and priorities for the services provided to the community; this is done by community infrastructure providers.

Needs and priorities for community infrastructure provided by the Town (e.g. parks, libraries, recreational and cultural services) were established through the Town's Integrated Leisure Master Plan (ILMP). The ILMP makes several recommendations, one of which is to establish a more formalized process through which development applications are jointly reviewed with regard to community infrastructure. The proposed Community Infrastructure Strategy builds on the recommendations of the ILMP and programs of other community infrastructure providers.

Over 46 representatives from 20 agencies were consulted in the development of this Strategy through interviews and a workshop, and from this consultation four key messages were identified:

- Growth and intensification requires new models for providing needed facilities and services to residents.
- Providers need to understand each other's needs to ensure adequate provision and to identify opportunities to share resources.
- Long term sustainable funding models for delivering community infrastructure are required.
- The Development Services Commission needs to build upon existing development approval processes to ensure these support stakeholder needs, interest and activities.

The proposed Community Infrastructure Strategy focuses on practical steps that can be taken together with the Town's community infrastructure partners to ensure that adequate facilities to accommodate the provision of services are provided in the future. Collaboration and continued partnerships are key in the success of delivering community infrastructure in Markham. The draft Community Infrastructure Strategy makes 21

recommendations as shown in Appendix 'A'. The recommendations focus on actions related to:

- Developing policies in the new Official Plan that supports the coordinated provision of community infrastructure
- Revising the current development application and planning studies review process to ensure community infrastructure providers are engaged and have the necessary information to respond to requests for comments from Planning
- Providing opportunities outside the development approval process to share information (annual meetings, workshops, working agreements, etc.)
- Investigating partnership opportunities
- Identify recent or upcoming large scale planning applications that require a Community Infrastructure Plan (e.g. Buttonville Airport).
- Establishing a Terms of Reference for preparing Community Infrastructure Plans that would be required for major planning applications
- Establishing working groups for major planning applications, if required
- Creating a Community Infrastructure Inventory for each Planning District with input from all stakeholders
- Working with Community/Neighbourhood Teams currently being established by the Community and Fire Services Commission
- Assign staff resources from the Development Services Commission and Community and Fire Services Commission to implement the Community Infrastructure Strategy
- Establishing monitoring protocols to ensure facilities/services are meeting the needs of the population

The Background Report prepared by SHS Consulting was posted on the Town's website for public review and comment. Staff are requesting that the draft Strategy attached as Appendix 'A' be posted online for public review and comment and that a final recommended strategy be brought forward in early 2012 and reflected in the new Official Plan.

PURPOSE:

In 2010, the Town retained SHS Consulting to complete a review to identify and assess the mechanisms to deliver community infrastructure in the Town of Markham. The purpose of this report is to inform the Committee regarding the proposed framework identified through the study for the delivery of community infrastructure in Markham to 2031.

The focus of the study was to define a framework to improve upon existing processes to ensure that community infrastructure stakeholders are informed and engaged through the planning and development approval processes, and in turn can look for opportunities to share resources and improve service delivery. The intent of this strategy is not to establish service needs and priorities for the community; this is done by community infrastructure providers. Needs and priorities for community infrastructure provided by the Town (e.g. parks, libraries, recreational and cultural services) were established through the Town's Integrated Leisure Master Plan (ILMP) 2010-2019. The Community Infrastructure

Strategy builds on the recommendations of the ILMP and programs of other community infrastructure providers.

BACKGROUND:**What is Community Infrastructure?**

The Provincial Growth Plan defines community infrastructure as:

“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.” (Growth Plan, 2006)

Based on this definition, the study focused on planning for public facilities employed to accommodate and support the provision of community services and networks (e.g. schools, health services, police, fire, EMS, community centre, parks, libraries, etc.) Community infrastructure facilities solely provided by the private sector (e.g. private schools, retirement homes, places of worship, or private office space used to provide public services) are not included in this Strategy as they are supported by the Town through existing planning approval processes and land use designations. Affordable and special needs housing is addressed through a separate study, which 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. In addition, the Town is also in the process of conducting a review of policies that relate to shared and supportive housing.

Why does Markham need a Community Infrastructure Strategy?

The Growth Plan for the Greater Golden Horseshoe provides a policy framework for implementing the Province’s vision for building stronger, prosperous communities by better managing growth in the region to 2031. In 2010, Council endorsed a growth alternative to direct population and employment growth in Markham to 2031. This strategy forms the basis for preparing a new Town Official Plan.

One of the key planning objectives of the Growth Plan is to ensure better use of land and infrastructure by directing growth to existing urban areas through intensification, compact greenfield communities and transit supportive densities. The Growth Plan recognizes that this change in urban form has a direct impact on the delivery of community infrastructure, and requires municipalities to take into consideration the coordination of planning and investment for community infrastructure.

The Growth Plan states that planning for growth will take into account that:

- Community infrastructure can be provided efficiently and effectively;
- Community infrastructure meets the needs of the changing population and fosters complete communities; and
- A community infrastructure strategy is prepared to facilitate the coordination and planning of community infrastructure with land use, infrastructure and investment through a collaborative and consultative process.

The recommended Community Infrastructure Strategy attached as Appendix 'A', represents the Town's response to the Province's Growth Plan. It provides a framework for Markham to support the provision of community infrastructure for Markham's residents over the planning period to 2031.

Challenges facing community infrastructure in Markham

Markham has undergone considerable demographic change in the past 20 years including:

- Significant population growth
- An aging population
- The advent of a wider range of households while continuing to be a family oriented community
- Continued diversification in ethnic composition

These changes impact the facilities and services required by Markham's residents. In addition, the Town is forecast to reach a population of 421,600 by 2031 which will continue to exhibit the types of changes noted above. Some of this growth will be directed to intensification areas established through the Town's endorsed growth alternative. This will result in a more compact urban form and higher population densities, which will in turn place additional demands on Markham's existing facilities and services, many of which according to the ILMP are currently running at or near capacity.

In particular, intensification is challenging traditional ways of delivering and funding community infrastructure. Some of the challenges include the following:

- The supply of land for facilities is limited and land costs are at a premium
- Intense use of facilities by the general public has impacts on maintenance/operations
- Community infrastructure identified for intensified areas is currently based on assumptions which results in uncertainty as to what the actual demographic profile of the community will be
- Current funding and delivery mechanisms do not demonstrate a long term sustainable funding model

There is an urgency to define community infrastructure interests in new communities to ensure that adequate facilities are planned for and will be available to deliver services in the future. New approaches to providing facilities are required in these intensified areas; approaches that reflect the premium on land, the existence of non-municipal providers and the unique composition of residents that will live there. A process for integrated planning of community infrastructure must to be established in order to deliver community infrastructure in this new urban form. Integrated planning ensures participation of all stakeholders with the objective of examining all costs and benefits of providing services in order to determine the most appropriate option and to plan for a suitable course of action.

Planning for community infrastructure in Markham

The planning and delivery of community infrastructure is shared by several levels of government, and agencies. Markham plays a key role in providing a number of community services involving infrastructure such as parks, libraries, fire protection, recreational and cultural services. There are two Commissions within Markham that are primarily responsible for the planning and provision of community infrastructure.

Community and Fire Services Commission

This Community and Fire Services Commission is responsible for the provision of community infrastructure facilities and services related to culture, recreation services, libraries, fire and emergency services, operations (parks and roads) and asset management in Markham.

The Community and Fire Services Commission has long recognized the benefit of planning community infrastructure in an integrated way in order to take advantage of limited resources and at the same time meet the needs of Markham residents. There are a number of examples where the Town has successfully partnered with external stakeholders (e.g. St. Roberts Catholic School, Markham Stouffville Hospital Health and Wellness Campus etc.). One of the Town's key partners is the York Region School Boards; close to 55% of the schools in Markham have some co-location arrangement with the Town (i.e. shared fields/parks, gymnasium, etc.).

In 2010, Council approved the Integrated Leisure Master Plan (ILMP), a key document in the planning and delivery of community infrastructure in Markham. This document assessed the needs of the community against the available supply of identified facilities and services. The ILMP will assist decision makers, stakeholders and the general public in determining what the needs and priorities are for Markham as it relates to services. It establishes provision targets that will help Markham identify and plan for new leisure facilities. The Integrated Leisure Master Plan (ILMP) makes a number of recommendations that would improve the Town's ability to coordinate community infrastructure with other providers:

- *Establish a process for review of development applications*
Development Services and Community Services Commissions establish a process through which development applications are jointly reviewed with regard to parks and open space, community floor space requirements, and other potential community benefits. The Community Infrastructure Strategy would address this recommended action.
- *Develop a Partnership Policy* that addresses the need for and a common approach to partnership attraction, relationship management, retention and evaluation.
- *Develop Community/Neighbourhood Teams* made up of staff and representatives from the community involved in the delivery of community infrastructure. This will provide a venue in which planning and community service providers can connect to ensure an integrated approach to community infrastructure planning.

The Community Infrastructure Strategy builds on the recommendations of the ILMP.

Development Services Commission

Markham is the local municipal authority for the review and approval of land use controls and development applications under the Ontario Planning Act. The local land use planning process can play a key role in the planning of community infrastructure. As indicated earlier in the report, some of the new growth is planned to be directed to intensification areas and will take on a form that is more urban than the development to date in Markham. This directly impacts the services required to meet the needs of this new population and the built form of these facilities.

It is also through the planning and development approval process that the Town:

- Designs new communities and redevelopment areas including parks (Secondary Plans, Community Design Plans, Precinct Plans)
- Circulates planning applications to different stakeholders for their input on required community infrastructure
- Identifies and acquires lands for certain facilities (i.e. parks, community centres, libraries, fire stations, etc.)
- Collects development charges to provide capital funds for certain types of community infrastructure
- Negotiates cash-in-lieu and additional community benefits (Section 37)

The Commission also recognizes that the need to build upon existing planning and approval processes to make certain that stakeholders are engaged earlier and throughout the process to ensure their service needs can be accommodated in appropriate facilities in the future.

Key Infrastructure Stakeholders

There are also a number of external stakeholders that are responsible for the provision of community infrastructure, some of which are listed below. Each of these organizations prepare strategic plans, but there is significant variation in how they plan (i.e. time horizon, frequency, service areas, etc.) and their need for engagement in the planning approval process.

- York Region Community & Health Services (affordable & special needs housing, child care, long term care, emergency services)
- York Region Police
- York Region Emergency Medical Services
- York Region Schools Boards (Public, Separate and French Public and Separate)
- Toronto Region and Conservation Authority (e.g. Rouge Park)
- Central Local Health Integration Network (determine health service priorities for the Region)
- Post Secondary Institutions (e.g. Seneca College)
- Justice Facilities (no facilities currently in Markham)

Some of these agencies, such as the School Boards are quite involved in the planning approval process (e.g. secondary plans, draft plan of subdivision, site plan, etc.). Other

groups' involvement in the planning and development approval processes is limited given that their requirements for infrastructure may be more regionally based (i.e. EMS, Police etc.) and may not necessarily align with the development application review process.

Community infrastructure stakeholders recognize the need for more integrated planning and have been taking steps to address how planning for services and facilities is done and how service providers consult with each other. For example, the Region of York has taken steps to improve the integration of human services planning with land use infrastructure and fiscal planning. Human services are programs and services that support a safe, healthy community and promote and maintain a good quality of life for citizens. It includes many different services such as income support and social services (e.g. social assistance, children's services, etc.), health care, education, police, etc. Some of the initiatives being undertaken by York Region include:

- *Preparing a Multi-Year Plan* (5 year plan for the combined departments of Community Services and Housing and Health Services) to help identify and respond to emerging and/or pressing human services needs, and to help prioritize where new investment is needed most.
- *Human Services Planning Board of York Region* formed in 2010 to assist in capacity building in the human services sector and collectively advocating for timely and adequate funding.
- *Holding Quarterly Department Head Meetings*
Community and Health Services Department now holds quarterly Department Heads meetings, which include representatives from each municipality. This provides an opportunity for consultation, collaboration and to keep one another informed of issues surrounding the delivery of services and community infrastructure.
- *Incorporating policies in the new Region of York Official Plan* that requires the Region to:
 - ✓ Develop guidelines, criteria and policies for human service needs for consideration in the development review process,
 - ✓ Identify a preference to direct the location of human service facilities to Regional Centres,
 - ✓ Encourage co-location or campusing of human services with other uses, and,
 - ✓ Advocate for adequate funding of human services from senior levels of government to meet the needs of York Region residents.
- *Establishing community infrastructure working group for the Richmond Hill Centre Langstaff Gateway project*
As Langstaff forms part of the only designated Urban Growth Centre that spans municipal boundaries, the Region of York established a team made up of staff from the Regional Planning and Community Health Services Department, a range of staff from Richmond Hill and Markham including planning, fire services, recreation services and

parks and the York Region School Boards to identify community infrastructure needs for the Langstaff project.

The proposed Community Infrastructure Strategy builds on the initiatives of York Region and other community infrastructure stakeholders.

What we heard from our community infrastructure partners?

Over 46 representatives from 20 agencies were consulted in the development of the Community Infrastructure Background Report (Appendix B). Stakeholders and planning staff were consulted through interviews and a workshop and from these discussions four key messages were identified:

Key Messages

- Growth and intensification requires new models for providing needed facilities and services to residents
- Service providers need to understand each other's infrastructure needs to ensure adequate facilities for the provision of services and to identify opportunities to share resources
- Long term sustainable funding models for delivering community infrastructure are required
- The Development Services Commission needs to build upon existing development approval processes to ensure it supports community infrastructure stakeholder needs, interests and activities

Additionally, comments were gathered regarding the current development application review process and the Langstaff community infrastructure working group:

Current Development Application Review Process

The current development application review process is not fully meeting the needs of planning staff or the community infrastructure stakeholders the Town is trying to engage. The following opportunities were identified:

Stakeholders

- Some stakeholders are unfamiliar with the planning process, planning terminology, etc. and this limits their ability to respond to planning applications.
- When stakeholders do provide comments they do not feel they are informed of next steps or of the final decision (i.e. approved zoning by-laws, secondary plans, etc.)

Planning Staff

- Would benefit from a clearer understanding of what the priorities are for each of community infrastructure providers for each of the Planning Districts
- A person(s) should be identified within the Community and Fire Services Commission to provide comments on development applications from the perspective of municipal community facilities

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- Establish a Terms of Reference for Community Infrastructure Plans – can be requested as part of a requirement for a complete application for major developments.

These comments were considered in drafting the recommendations for the draft Community Infrastructure Strategy.

Trying a new approach to planning community infrastructure - Langstaff

In addition, there was a lot of discussion around the new, integrated approach being used to address the planning and coordination of facilities and services for the Richmond Hill Centre/Langstaff Gateway Urban Growth Centre. As indicated earlier, the Region of York established a working group made up of planning and community infrastructure stakeholders.

This working group developed a prioritized list of facilities and services that would be required to serve the future population of Langstaff and also determined at what stage of development they would be needed. This was understood to be a flexible inventory of facilities and services that may be required over the build out of Langstaff. It was also recognized that capital and program delivery models would need to evolve towards a more urban model of development, including exploring opportunities for shared facilities and less land intensive sites.

Benefits of working groups

The service providers generally agreed that this approach of establishing a working group for this size of project was beneficial in that it allowed service providers to:

- Share knowledge and information with one another,
- Understand each other's needs for the community,
- Provide opportunities to investigate possible co-location.

However, stakeholders also indicated that there are a number of challenges with this process in planning for community infrastructure within intensification areas:

- Community service providers do not have a lot of experience in working with intensification projects of this size;
- Some groups do not have the capacity within their organizations to respond to requests by the Planning Department for comments regarding projects of this size and density;
- No demographic profile of the community is available to assess service needs and facility requirements and therefore different service providers make different assumptions on the possible demographic profile of the community
- Community infrastructure facilities must be designed with enough flexibility to allow the services to change over time;
- Co-location projects take longer to complete and require all parties to have their funding in order at the same time. It may also limit the flexibility of one of the providers to grow in the future (e.g. School/Community Centre- may not have enough space to accommodate portables in the future);

- Higher costs associated with building schools in high density areas; and
- Funding (capital/operating) over time is a concern.

The Draft Community Infrastructure Strategy builds upon these findings and makes recommendations to establish a more formalized process, ensuring that service providers are included in the decision making early in the process and kept informed throughout the build out of the project/community.

Proposed Community Infrastructure Strategy

The Markham Community Infrastructure Background Report prepared by the Town's consultant is based on literature reviews, interviews with community stakeholders and planning staff, and a stakeholder workshop (held in June 2011). At the stakeholder workshop, Markham's community infrastructure partners and planning staff collectively set a vision for integrated community infrastructure planning.

Planning staff and community infrastructure stakeholders agree that the local land use and development review process represents an important opportunity for interaction where many interests, agencies and stakeholders involved in the provision of community infrastructure can come together. The following section provides an overview of the vision, strategic objectives and recommended actions for a Draft Community Infrastructure Strategy for Markham. Based on the consultant's recommendations, staff have prepared a draft Community Infrastructure Strategy for Markham, attached as Appendix 'A'.

Recommended Vision Statement

The vision for Markham's Draft 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 Consultant identified six strategic goals and 21 associated 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 and external stakeholders to ensure that adequate facilities and services are provided for in the future. These strategic objectives and recommended actions were discussed with the stakeholders at the workshop, and further refined through discussions with staff of the Community and Fire Services Commission.

Recommended Strategic Objectives

The recommended were categorized under six recommended strategic objectives:

1. **Provide Leadership** in coordinating the planning of community infrastructure to contribute to integrated and sustainable communities.
2. **Improve Coordination** in the planning of community infrastructure to support Markham's strategic vision and priorities as identified through Building Markham's Future Together.
3. **Build Capacity** by facilitating participation of all community infrastructure stakeholders in Markham's land use planning process.

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4. **Facilitate Information Sharing** and the education of Markham's community infrastructure stakeholders.
 5. **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.
 6. **Monitor** outcomes to ensure that the appropriate infrastructure, services and land use planning requirements are achieved in each phase of development.

Recommended Actions

The following section summarizes some key elements of the framework that will allow for integrated planning of community infrastructure in Markham. These recommendations are based on the feedback received from planning staff and stakeholders. A summary of the draft Community Infrastructure Strategy including all 21 recommendations is attached as Appendix 'A'.

- Develop policies in the new Official Plan that support the coordinated provision of community infrastructure.
- Revise the current development application and planning studies review process to ensure community infrastructure providers are engaged and have the necessary information to respond to requests for comments from the Planning Department.
- Provide opportunities outside the development approval process to share information (annual meetings, workshops, working agreements, etc.).
- Investigate partnership opportunities.
- Identify recent or upcoming large scale planning applications that require a Community Infrastructure Plan (e.g. Buttonville Airport).
- Establish a Terms of Reference for the preparation of Community Infrastructure Plans that would be required for major planning applications.
- Assign staff resources in from the Development Services Commission and the Community and Fire Services Commission to implement the Community Infrastructure Strategy.
- Establish working groups for major planning applications where appropriate.
- Prepare a Community Infrastructure Inventory for each Planning District with input from all stakeholders. This will assist planners in understanding what the priorities are for each community stakeholder group and help to establish a priority list that can be used to assist in planning for community infrastructure and assist in applying bonusing provisions (Section 37 under the Planning Act). Each inventory would be updated annually.
- The Community and Fire Services Commission is in the process of establishing Community/Neighbourhood Teams, which will be made up of Town staff and community infrastructure providers. These teams can be used as a forum to

investigate specific issues or challenges related to the provision of community infrastructure within a neighbourhood or district and help inform Community Infrastructure Inventories.

- Establish monitoring protocols to ensure facilities/services are meeting the needs of the population.

These recommendations could lead to a new process for planning application review that will help to better integrate land use planning and community infrastructure. Appendix 'C' illustrates how some of these recommendations could be incorporated into the current planning application review process.

Next Steps – Request Public Review and Comment

The Background Document prepared by SHS Consulting was posted on the Town's website for public review and comment in October, 2011. Staff are requesting that the draft Strategy attached as Appendix 'A' also be posted online for public review and comment and that a final recommended strategy be brought forward for approval early in 2012.

FINANCIAL CONSIDERATIONS AND TEMPLATE: (external link)

Implementation of the Community Infrastructure Strategy will likely require additional resources to support coordination. Funding for this role will be subject to future discussions and may require some general levy support.

HUMAN RESOURCES CONSIDERATIONS

The Town does not currently have a dedicated staff position to support these endeavors. A determination must be made when this position will become warranted and in which Commission it should be housed.

ALIGNMENT WITH STRATEGIC PRIORITIES:

The draft Community Infrastructure Strategy is a component of the Town's Growth Management objective to ensure that in planning for population and employment growth that consideration is given to the coordination of planning and investment for community infrastructure. This strategy helps to align the planning process with the Integrated Leisure Master Plan.

ALIGNMENT WITH THE COMMUNITY SUSTAINABILITY PLAN:

The recommended Community Infrastructure Strategy will help align priorities between service providers to make better use of resources and ensure the delivery of community infrastructure which contributes to building integrated and sustainable communities in Markham.

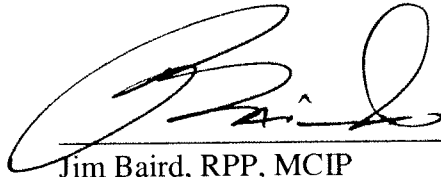
BUSINESS UNITS CONSULTED AND AFFECTED:

The Community and Fire Services Commission and 20 different agencies were consulted in the preparation of the draft Strategy.

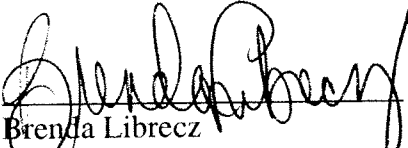
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File Path: Q:/Development/GMS/Reports/CIS_Report

ATTACHMENTS:

- Appendix A – Markham Draft Community Infrastructure Strategy (Handout)
- Appendix B – Markham Community Infrastructure Background Report, October 2011
- Appendix C – Example - Recommended new processes