

## **13.0 Implementation Strategy and Financial Implications**

### **13.1 Establishing Priorities for implementation**

The following factors were used to identify which routes were of highest priority for implementation and critical linkages in the system.

#### ***13.1.1 Primary Factors:***

- The route is a critical link between two existing pathway & trail / park systems
- The development of the route would yield the most benefit (i.e. environmental, route connection, open space connection)
- The property is primarily in public ownership or the other property owners are willing partners (minimizing costs)
- The route is an extension of an existing pathway / trail system

#### ***13.1.2 Secondary Factors:***

- the route is physically possible with few major barriers in its current condition
- the route could provide commuter linkages to business and commercial areas
- the route is accessible from multiple neighbourhoods / areas
- the route has a significant experiential / interpretive opportunities
- the route will not significantly impact ecological areas

**Map 5** shows the Priority/Phasing for each route identified as part of the master plan network. The priority was based primarily on the factors above, as well as input from Town staff, councillors, and the public. Though the priority/phasing map identifies target years linked to priority, actual construction may vary from the time outlined, based on factors such as property acquisition, capital funding availability and partnerships.

### 13.2 Estimate of Capital Cost

Capital costs of the pathways and trails were estimated in 2007 dollars for the following phases: 0-5 years, 5-10 years, 10-20 years, and 20-50+ years. The estimate provides an order of magnitude cost for the pathway and trail network, but does not account for factors such as private property acquisition, major utility relocation, and other various items. The estimate does include design and engineering, and includes the Town's management of the implementation of the system. The total for all phases of the Master Plan is approximately \$63,600,000. A detailed breakdown of costs per phase is included in **Appendix B**, and is summarized as follows:

Phase 1: 0-5 years: 26 km:	\$10,700,000
Phase 2: 5-10 years: 65 km:	\$19,400,000
Phase 3: 10-20 years: 41 km:	\$22,100,000
Phase 4: 20+ years: 33 km:	\$11,400,000

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**TOTAL:** **\$63,600,000**

These costs exclude items which are unable to be estimated at the Master Plan level. These include: property acquisition costs, hydro corridor trail implementation costs, major utility relocation, Rouge Park facilities, Bob Hunter Park, improvements to existing trails, regular trail signage and furnishings, streetscape improvements to alternate routes, major grading or site works and pathways or trails to be built by developers.

In addition, certain assumptions were made including that all Type 2 facilities were priced as being asphalt, although some may be granular on a case by case basis, higher costs for valley construction, 2007 prices – inflation will apply, based on conceptual information, includes 10% design and engineering, 10% Town Project Management cost included, includes 25% estimating contingency, includes allowances for bridges, road crossing, and staging areas.

The expected lifecycle costs of pathways and trails is typically from 10-15 years, and appropriate funds should be set aside for future replacement and repairs of trails and pathways.

### **13.3 Trails Implementation Process**

It is recognized that the Pathways and Trails Master Plan will be implemented through both Town and developer initiated projects. Therefore, to guide these activities it is recommended that the Town follow the pathway and trail implementation process outlined in **Figure 13.1**.

The implementation process identifies the three main streams of activity required for Markham to realize the pathways and trail vision, principles and objectives outlined in this Plan: development industry, Town of Markham and communication. Each of these streams is described individually in the sections that follow.

#### ***13.3.1 Subdivision and Site Plan Development Application Stream***

With the necessary policy framework in place, including the adoption of the Pathways and Trails Master plan as well as amendments to the Official Plan, and Zoning By-law, the Town has already been developing pathways and trails through the development process.

As development applications are circulated, each submission should continue to be scrutinized in regard to the Pathways and Trails Master Plan recommendations. It is imperative that Pathway and Trail opportunities be identified early in the process (Community Design Plan) and that the trail type specified conforms to those outlined with the direction of this Plan.

Another key deliverable derived during the planning application process is establishing elements that support and enhance pathway and trail use. For example, during the development of a Site Plan Control Agreement, it may be in the Town's purview to require an applicant to provide additional bicycle racks because of the proximity to the trail network.

Construction of pathway and trail sections should be coordinated with the Planning Department, the Parks and Recreation Department and the Engineering Department to ensure the developer builds the facilities to the established municipal standards. This will also avoid problems at the assumption/acceptance stage of development.

The Town should also insist that digital construction record drawings be required prior to acceptance. This too will reduce costly inventory work and allow maintenance staff to more accurately predict future maintenance costs.



*Some pathways and trails will be implemented by developers through the development process.*

### ***13.3.2 Town of Markham Design/Build Stream***

The Town of Markham will be responsible for the implementation of various sections of the trail network. It is recognized that the complete trail network and priorities recommended in this Plan will evolve through the environmental assessment, planning and capital budget processes. Therefore, the Town of Markham stream identifies a four-phase implementation process to confirm the validity of each route recommended in this report.

#### **Phase I: Define Need**

When a municipal project involves a recommended route identified in this Plan, or the opportunity to establish a new route not identified in the Plan, the Planning and Urban Design Department and Parks and Recreation Department should be notified. Staff can then confirm that the route is still valid based on a review of this Plan and other relevant information.

If the route is still valid, staff should confirm whether or not a detailed feasibility study is required to implement the route. It is recognized that certain routes, such as those through existing parks, may not require a detailed feasibility analysis. Where a feasibility study is required, terms of reference for the study should be prepared and if necessary, adopted by Council.

#### **Phase II: Determine Feasibility**

When a feasibility study is required, it is intended that it be developed through a process similar to a Class Environmental Assessment. This entails the collection and analysis of relevant information, the identification and evaluation of alternative design solutions, public consultation and the selection of a preferred alternative.

When determining the validity of a route, staff should consider the trail selection criteria outlined in **Figure 13.1**. Priority of the listed items is subjective and may vary depending on the trail type, location and intent of a particular trail segment. When implementing a new trail or improving an existing trail; staff and/or committees should determine priority items when assessing potential routes.

Whenever alternative design solutions or detailed designs are prepared, they should be developed in accordance with recognized and accepted design guidelines as referenced in this report.

Where necessary, Council should be asked to confirm the preferred design solution or the detailed design by resolution. It should also be noted that in situations where there is a clear community demand for a trail facility, but site specific circumstances prevent it from being constructed, other nearby parallel routes should also be closely examined for their suitability.

*Figure 13.1 Route Selection Criteria*

<b>Criteria</b>
<ul style="list-style-type: none"> <li>• Are there vehicle crossings? How many and type?</li> <li>• Does the Route intersect a road where there is a traffic signal or crosswalk?</li> <li>• Is the surface appropriate to use?</li> <li>• Are the Route alignment grades adequate for the user?</li> <li>• Does the Route drain following precipitation? Is it all weather?</li> <li>• Is the Route barrier free to all defined users?</li> <li>• Is the Route visible for security?</li> <li>• Can the Route be policed?</li> <li>• Can the Route be properly signed?</li> <li>• Does the Route cross any major barriers? If so, does it provide a safe crossing of these barriers?</li> <li>• Does the Route connect to the existing community and neighbourhood networks?</li> <li>• Does the Route create a looped system?</li> <li>• Does the Route connect to the existing regional system?</li> <li>• Is the length of Route suitable to the future use?</li> <li>• Does the Route pass by or through a destination or area of interest?</li> <li>• Will the Route require property acquisition or easement?</li> <li>• Can the Route accommodate unifying elements of the Route network?</li> <li>• Does the Route complement the character of the neighbourhood?</li> <li>• Does the Route provide access within 5 minutes of a neighbourhood?</li> <li>• Does the Route provide a shorter alternative to the vehicular route?</li> <li>• Does the Route provide a diverse on and off-road experience?</li> <li>• Can the Route be fitted with appropriate furnishings such as benches and bike racks?</li> <li>• Can the Route be promoted?</li> <li>• Has the Route an educational, environmental or historical context?</li> <li>• Does the Route provide a commuter route?</li> </ul>

**Phase III: Development**

The development of pathway and trail facilities involves:

- confirming the detailed design and associated costs for the facility;
- Council’s commitment of the funding; and
- construction.

#### **Phase IV: Monitoring**

Once pathway and trail facilities are constructed, their use and design should be monitored to ensure that they function as intended. When necessary, the facility should also be upgraded and maintained to ensure continued safe use.

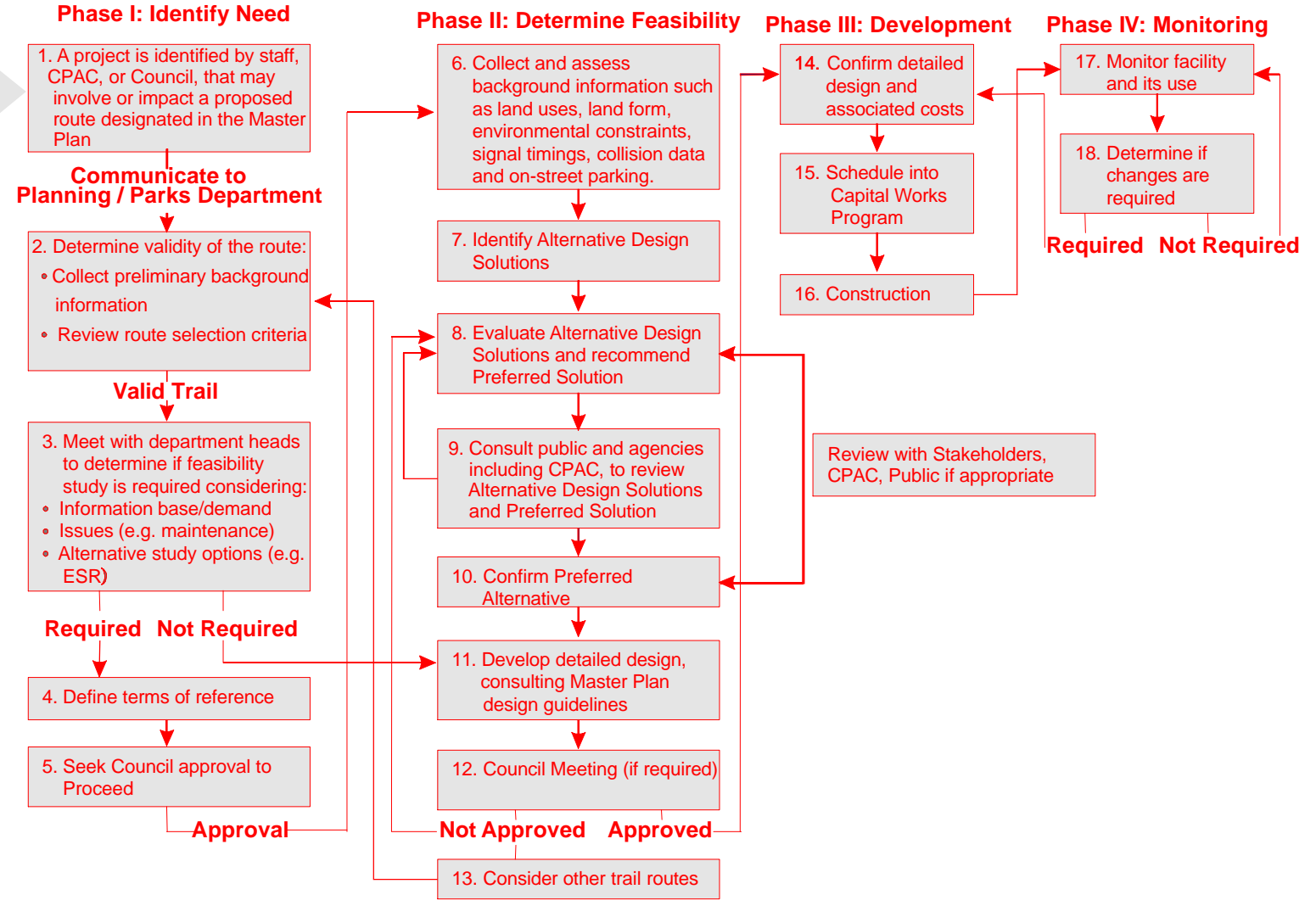
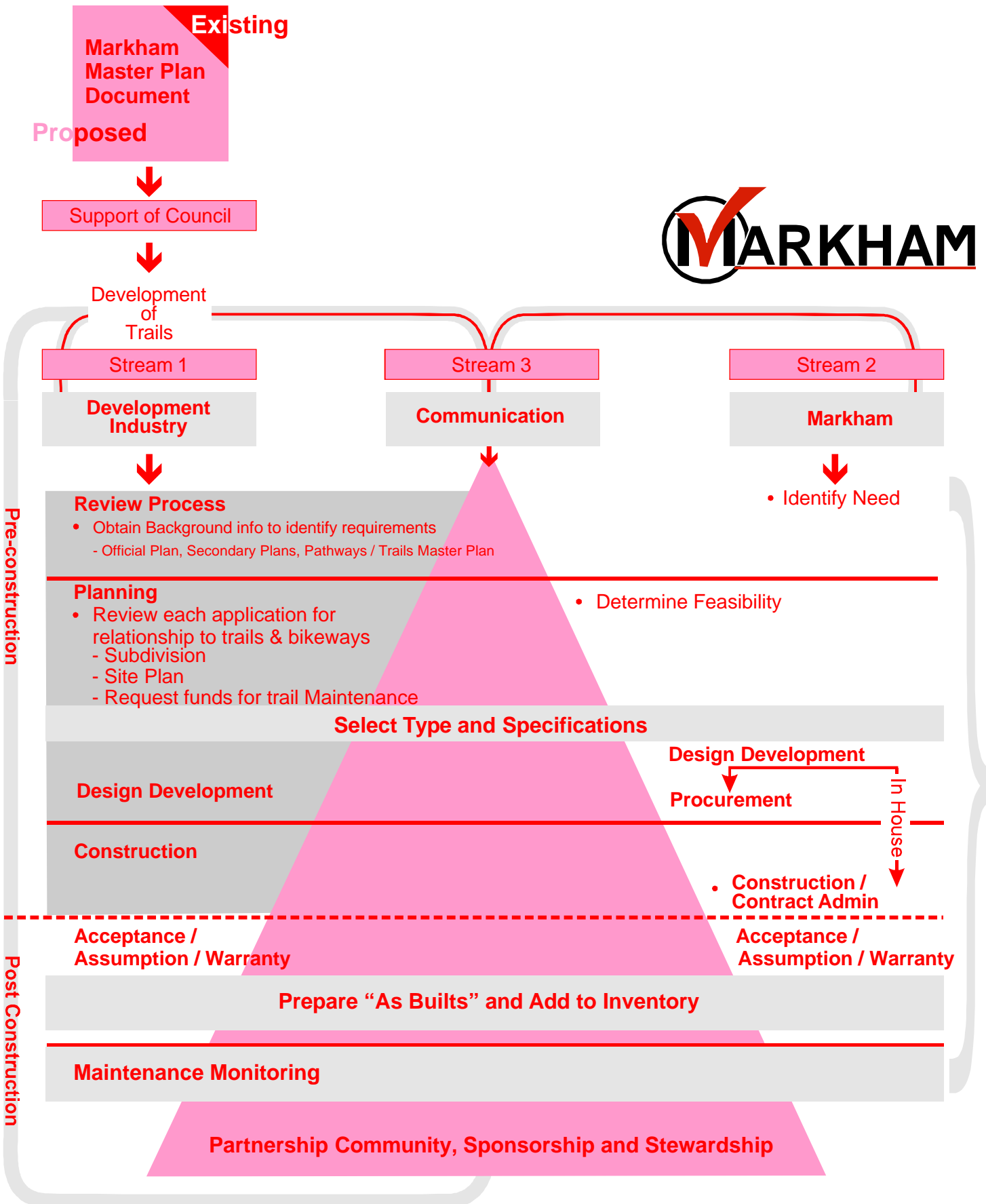
#### ***Communication Stream***

Communication, in some form or another, will comprise almost every step of implementation. There is, however, a significant distinction between pre- and post-construction communication.

Pre-construction communication focuses primarily on stakeholder participation as well as the procurement process. The procurement process includes the acquiring or obtaining of property, materials and services (consulting, contracting, etc.). Post-construction communication is more sustainable and focuses on building relationships with a wide range of audiences, such as community groups, project sponsors, partners and the public in general.

Successful communication will take various forms such as brochures, web sites, programmes and events. York Region is an example of an organisation that utilized successful information exchange through information brochures and website information releases for their trail systems.

**Figure 13.2**  
**Pathway and Trail**  
**Implementation Process**



Communication
  Built (Developer / Applicants)
  Primarily by Markham



### **13.4 Pathway and Trail Network Actions**

Having a successful pathway/trail network requires a commitment to construct and maintain both the network and its supporting facilities. The priority and phasing plan outlines a schedule for the completion of the recommended network for the Town of Markham and identifies the estimated costs associated with its development and maintenance.

#### ***13.4.1 Support Facilities***

Users of the pathway and trail network will require support facilities such as benches, lighting and bicycle parking. These facilities are crucial if the network is to serve both recreational and utilitarian trips.

Support facilities should be installed at the time of pathway/trail network construction. Chapter 4 provides guidelines for the location of these facilities as part of new construction.

Key locations for bicycle parking facilities in existing developments include staging areas such as Milne Park and at major destinations such as the Markham Downtown, Unionville, GO Stations, Community Centres and major commercial areas.



### 13.5 Maintenance and Operating Costs

Pathways and trails have minimal human, material and financial resources for maintenance. Therefore, the less maintenance needed, the better. A low-maintenance facility begins with carefully planned design and construction. A well-maintained facility adheres to a maintenance schedule.

#### 13.5.1 General Maintenance Guidelines

- Vegetation provides scenery and shade for pathways and trails, but it also provides a source of leaf and branch debris. During construction, remove organic matter including grass, leaf bed and topsoil to a sufficient depth. This will remove seeds and roots and make it difficult for the re-establishment of unwanted plants.
- Using a geo-fabric and/or a subsurface herbicide would also deter plant growth on or near the travel surface.
- Using a quality aggregate free of organic material (soil and seeds) to a sufficient depth.
- Mowing the trailside at sufficient intervals to deter the spread of vegetation onto the trail or pathway.
- In an organic setting, chipping or mulching debris on-site can add to the control of trailside vegetation.
- Note areas where water ponds and also areas of erosion. Parts of the pathway/trail may need to be regraded to prevent the pooling of water. Anti-erosion measures may be taken where the constant movement of water has eroded areas adjacent to the route. Water should flow under the facility from side to side, or preferably downhill away from the facility. This can be done using pipes, box culverts or French mattresses. The controlled movement of water alongside the route can be facilitated with aboveground, vegetated swales. These drainage techniques must be maintained to keep them from clogging and a cleaning schedule must be performed on a regular basis.
- Limit the placement of trees, signs, and other items in areas to be mowed.
- Concentrate services like trash cans and restrooms at trail heads.
- Information kiosks should be as generic and timeless as possible, unless a regular program will be in place to keep it up-to-date.
- Keep a regular presence on the pathway / trail so that small issues are resolved before they become larger ones.
- Monitor routes of the system during the shoulder seasons and winter. If volumes of use warrant, consider winter snow clearing.



- City of Brampton and Town of Milton are examples of other municipalities with successful maintenance programs that could be used to formulate Markham's maintenance program.

### ***13.5.2 Funding for Maintenance and Operations***

Pathway and Trail maintenance is largely performed on an 'as-needed' basis, and the funds raised to cover maintenance costs often run in tandem with the as-needed maintenance tasks. In one report<sup>4</sup>, the annual maintenance and operation costs reported ranged from \$500 to \$800,000 (US\$) for trails of varied length. The average annual cost to operate a trail was just under \$50,000 (US\$). The average trail surveyed was 23 miles (37Km) and had annual maintenance and operational costs of just under \$1,500 per mile (\$2,280 CDN per Km).

The report also showed that the use of volunteers significantly decreased the cost of maintaining the trail by two-thirds. Trail programs as illustrated in the above sections could help defer the costs of maintenance tasks. Services that would be provided in a budget such as this may include; winter clean-up, clearing, garbage removal, grading and fill deposition.

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<sup>4</sup> *Rail-Trail Maintenance & Operation*, edited by Tim Poole. Rails-to-Trails Conservancy, Northeast Regional Office, July 2005.

### 13.6 Administration

A number of administrative steps will be required to be made by the Town to support implementation of the Pathways and Trails Master Plan. They include:

- A Full-time staff position to coordinate the planning, construction and programming of The Pathway and Trail Network. The position should be held in the Planning and Urban Design Department; however, strong liaison should be made with the Parks Development, Park Operations, Engineering and Public Works & Transportation Departments of the Town.
- The off-road bikeway network should be coordinated with the implementation of the Pathway and Trails system.
- An interdepartmental communication strategy should be implemented to ensure that all departments are aware of the progress of The Pathways and Trails system.
- All new site and subdivision developments should follow the recommendations of this report at the preliminary design stages through to implementation. Construction of Pathways and Trails should be as much a part of the development as the vehicular roads system.
- Council should empower the Pathway and Trail staff representative to work with other agencies and partners
- Long range planning documents, such as the Official Plan, should adopt the results of this study. This may be incorporated into the next official plan review, depending on timing, or may require an Official Plan Amendment. The theme areas that need the support of Official Plan policies include location considerations, land securement requirements, implementation and funding programs.

*“People and leadership are the keys to setting the implementation of the Pathways and Trails Master Plan in motion.”*



*The Official Plan should include Pathways and Trails requirements.*

### **13.7 Implementation Funding Options**

The Pathway and Trails Master Plan will require a coordinated effort of capital funding, other public funding sources (Gas Tax), volunteer efforts, and other innovative implementation methods.

#### ***13.7.1 Capital Funding***

It is recommended that a capital budget for pathways and trails implementation be established on an annual basis. Generally \$2.5-\$3 million per year is required to implement the different phases of the Master Plan. At least \$1.5 to \$2.0 million per year should be designated for pathway and trail implementation.

#### ***13.7.2 Development Charge Funding***

Funds may be available through Development Charges, which could be used for the implementation of pathways and trails. The Pathway and Trail Project Manager should regularly review available funds with the finance department, to ensure that all available funds are allocated for pathway and trail implementation.

#### ***13.7.3 Gas Tax***

According to the Town Finance Department, there are unallocated Gas Tax funds for 2008 and 2009, which could be allocated to Pathways and Trails implementation. Certain pathways and trails would be eligible for Gas Tax funds, if they encourage alternative transportation methods and active transportation. Though Gas Tax funding, which is available on a first come first serve basis, may be discontinued beyond 2009, it represents an excellent opportunity to provide significant initial funding to the implementation of alternative transportation.

#### ***13.7.4 Assessments***

There may be special opportunities for some pathways or trails, where Business Improvement Districts could be used to implement improvement strategies. Additionally, voter approved pathways/trails sales taxes could provide additional dedicated revenues for pathways and trails.

#### ***13.7.5 Grants***

A number of public and private grants are available for the implementation of pathways and trails. Some sources include: OSTAR, Trillium Grants, Super build funds, the Ivey Foundation, Shell, TD Friends of the Environment. Additional, a trust fund / endowment could be created specific to pathway and trails, for long term financial support.

**THE ONTARIO  
TRILLIUM  
FOUNDATION**



**LA FONDATION  
TRILLIUM  
DE L'ONTARIO**

*Grants should be pursued  
for pathway and trail  
funding.*



### ***13.7.6 The Cycling and Pedestrian Advisory Committee (CPAC)***

A Cycling and Pedestrian Advisory Committee is in place in Markham. This committee advocates for the development of cycling and pedestrian friendly facilities and programs in the Town. CPAC can be the catalyst to organize fundraising events, could organize and enlist volunteers, and hold events and festivals which are to celebrate and increase interest in the Pathway and Trail Network. CPAC can also implement a program to pursue bequests, donations, and in-kind donations, for various implementation projects. CPAC should also implement and support programs such as “Adopt-a-trail”, or “Buy-a-Foot” programs, some of which may already be in place, which provide a means of public donation and recognition to the pathway and trail system.

### ***13.7.7 User Fees***

A number of types of user fees could be implemented to fund trail implementation or operations. Membership fees could be sold, or a cooperative system where “Trails Passports” are sold could raise funds for the trails. Parking fees could be charged at major staging areas such as Milne Park. As the Town already charges entry fees for some parks, user fees for pathway use could be considered as a future possibility to generate funding.

### ***13.7.8 Entrepreneurial***

A number of non-traditional methods for funding could be used, which have become more popular in recent years. The sale of pathway and trail apparel and items could be used to provide funds for implementation. Advertising along the trail or in trail publications could also provide a source of revenue. Partnerships for implementation and operations of trails could also be negotiated, and signage recognition could be placed along the routes. Corporate sponsorship of the trails could include tax breaks and advertising.



*The Chrysler Canada Greenway in Tecumseh, Ontario, is a good example of corporate sponsorship of a trail.*

### 13.8 Implementation Promotion

Infrastructure and support facilities for the Pathway and Trail Master Plan are all important components for successful implementation. However, facilities alone will not produce and support a successful pathway and trail system and encourage its use throughout the community. A more comprehensive effort is needed to convince people that using pathways and trails are a feasible, safe and desirable alternative to automobile travel and healthy and unique way of exploring the Town of Markham. A strategic framework is needed to develop, manage and deliver programming and outreach support services for the pathway and trail network.

#### 13.8.1 Outreach

The Pathway and Trail system will be successful if it is actively and properly used. People of all ages and abilities must be encouraged and educated to use the network for recreational, commuting and touring purposes. Therefore, a proposed three-prong outreach strategy focused on education, enforcement and encouragement is recommended for the Pathways and Trails System

#### 13.8.2 Education

The Town of Markham should pursue educational initiatives such as the following, for example:

- Facilitate and administer a safe-cycling skills program for all ages such as the nationally accredited Can-Bike course. The CAN-BIKE program developed by the Canadian Cycling Association, includes a variety of cycling courses for adults and children. Visit their website at [www.canadian-cycling.com](http://www.canadian-cycling.com);
- Encourage all government employees who use a bicycle to take a recognized, safe-cycling skills course; and
- Support other agencies and organizations in implementing “Share the Path” campaigns that encourage etiquette and safety for multi-use trails.

The delivery of cycling, walking/hiking and trail use safety information to *all* residents should be expanded to take advantage of a variety of other media. With the growing use of the internet as an information medium, the various safety publications should be provided on the Town’s website. This low-cost delivery mechanism would expand the potential audience. Another available delivery medium is through transit shelters. This medium is used by the City of Toronto to effectively target a wider audience, including drivers.

The Town of Markham has to increase its flexibility in the ways it funds and delivers programs. The Town alone cannot afford to fund all of the



*Events such as the Town’s recent Bikefest help to promote pathways, trails and cycling as active transportation in the Town.*

necessary safety programs. If the Town can bring new partners to the table by initiating a Bicycle Safety Partnership in association with CPAC, it can use its resources to encourage an on-going public/private partnership on trail safety. Insurance companies, bicycle manufacturers, police, driver trainers, health care professionals and numerous other organizations all have a vested interest in trail safety.

By inviting these stakeholders to work together and to pool resources and expertise, safety programs can be developed and implemented that would be beyond the resources of any one organization. An active Bicycle Safety Partnership would result in an increase in effective bicycle safety programming throughout Markham.

A multi-faceted communications strategy is also recommended to expand outreach into the community. The communication strategy should address both the content of the message itself and how that message is delivered. The Town needs to develop a multi-media public education campaign that would expand its reach. By developing television public service announcements and instructional videos for various user groups, the Town would more effectively communicate safety messages to the whole community. The intent is to have bicycle safety information accessible to a wide variety of audiences.

### **13.8.3 Encouragement**

A way-finding sign plan should also be developed for the pathway and trail system that identifies key destinations and attractions as well as rest stations and bike shops and tour operators where bikes can be rented and/or serviced, provide information on proper trail etiquette as well as contacts for additional information. Signs should be provided at key junctions along the trail that indicate the direction and distance to other key destinations throughout the Town of Markham in close proximity to system, such as the Markham Village, Unionville, and other key community destinations.

Encouraging the use of pathways, trails and on-road facilities for everyday transportation is an effort that will require more resources and influence than those of the Town alone. Every employer has a role to play in encouraging and supporting trail use among its own work force. The Town of Markham must also play an important leadership role in encouraging and supporting the Town's many other employers in participating in this initiative. To be a credible leader, the Town must do much more than encourage others; it must lead by example.

The Town should explore a number of initiatives to demonstrate leadership. Some of these include:



*The Town should update the Parks and Pathways map to include the latest pathways and trails, as well as alternate routes, and sidewalk connectors, and destinations.*

- Compensating employees who choose to use their own bicycles for business, just as it compensates employees who drive their own cars for business purposes;
- Making CAN-BIKE training courses available to Town staff during normal working hours, to minimize the risk associated with using a bicycle during the workday and to enhance the cycling skills necessary to commute safely by bicycle;
- Creating an incentive program for employees who walk or cycle to work;
- Developing contests among departments to encourage increased use of the Pathways and Trails;
- Installing bike parking facilities outside of all municipal buildings (police stations, parks and recreation centres) and indoor parking facilities wherever possible;
- Continue to support CPAC to promote and lobby for pedestrian and bicycle friendly workplaces;
- Encouraging a walking/bicycle mentoring or linking program (so cyclists can find a colleague with whom they can ride or walk to work); and
- Installing shower and change facilities for employees.

### **13.9 Marketing the Trail**

In developing a marketing plan to promote use of the pathways and trails for recreational, commuter and tourist use, the Town of Markham has some excellent examples to follow. During the past decade, several Canadian and American jurisdictions have successfully marketed themselves as destinations for cycling and trail-use tourists, including the cities of Toronto and Vancouver and the states of Vermont and Wisconsin. New York State is currently undertaking initiatives to position itself as a premier cycling destination as well. An opportunity exists for Markham to complement these other efforts by focusing promotional efforts in association or parallel with much larger jurisdictions and organizations, including the City of Ottawa, Province of Ontario, Eastern Ontario Trails Alliance, Province of Quebec, and New York State.

The goal of a Markham-focused marketing strategy should not be merely to generate more business for the local businesses by increasing trail-use tourism. The effort should also effectively “create” trail-tourists and guide them to routes and attractions that will ensure a positive experience, promote good word-of-mouth referrals, increase longer stays, and encourage return visits.

It should be recognized that any efforts by the Town to increase its share of the pathway, trail and cycling tourism market will be limited if it does not work in partnership with the private sector. In regions where trail-



based tourism has flourished, government efforts have been greatly enhanced by the involvement of the private sector. Two excellent examples include:

- Mont Tremblant, Quebec, where the Province, a number of private resort operators, local snowmobile clubs, commercial sports equipment sale and rental businesses, plus the local municipality have joined forces to fund the development, maintenance and promotion of an extensive trail system. This system joins the Mont Tremblant ski resort to the Village of Mont Tremblant as well as other area trails, and is used for year round recreational activities including cycling.
- The Eastern Ontario Trails Alliance (EOTA) is an organization that was incorporated in 1999 under the mandate provided to it by the Province Ontario and various Municipal Corporations of Eastern Ontario. Their goals and objectives as stated below could easily be adapted as a starting point for the Town of Markham.
  - “The preservation of the continuity of the Corridors for Tourism and other economic uses”.
  - “The management of the corridors as a multi-use facility, representing the interest of recreational users, adjoining landowners and other interested groups.”
  - “The development of the Corridors as a recreational attraction contributing to the tourism and economy of the Eastern Ontario Region.”
  - “The preservation and enhancement of natural and human heritage along the Corridors.”

Thanks to funding sources and partners, the EOTA has completed an inventory of abandoned rail lines and existing trails, an overall strategic Master Plan, and a management plan for future operation; has an active involvement with landowners, and has developed an ongoing maintenance and marketing program for the trails network; has identified economic opportunities relating to trails and tourism; and has produced a tourism trails map and internet web site. There are currently more than 35 private sector partners involved in the Eastern Ontario Trails Alliance.

### ***13.9.1 Marketing Objectives***

Overall, the preliminary objectives of a marketing framework for promoting Pathways and Trails should be to:

- Generate interest for use of the Pathway and Trail system in the many opportunities available in Town of Markham;
- Provide information about resources that will help travelers plan to include using the Pathways and Trails as part of their visit to Markham;
- Promote pathway and trail-use, in association with other partners such as area walking, hiking and cycling clubs and organizations, tourist boards, bicycle tourism operators in Ontario, with a message that indicates Markham is an area where pathway and trail users are welcome, where support facilities exist, and where road and traffic conditions provide for a safe and positive walking/cycling experience;
- Stimulate private sector individual and joint commitment to investing in making Markham a trail-use tourist destination; and,
- Host a major event that would attract pathway/trail-users and tourists.

### ***13.9.2 Approaches to Market Markham as a Pathway/Trail Tourist Destination***

- Develop a pamphlet advertising the Town as a pathway/trail-use tourist destination which includes a map showing Pathway and Trail System, and the location of commercial accommodation establishments, food and beverage outlets, attractions, bicycle repair and rental shops.
- Develop distinctive Pathway and Trail signing that attracts tourists to areas where they can access accommodation, food and beverages, attractions and other services.
- Partner on other advertising opportunities such as, Ontario Tourism Publications, and local Destination Marketing Organization publications.
- Develop a series of special events throughout Markham that will attract trail users and tourists.
- Promote the Pathway and Trails on local and regional tourism-oriented web sites. Many tourists want to explore the areas they visit, many on foot and/or by bike, and therefore they use regional and local municipal web sites as sources of information when planning their trips.
- Establish a Pathways and Trails web site that can be linked to the local and regional tourism-oriented web sites.

### 13.10 Partnerships and Programs

The following partnership opportunities and promotional activities should also occur:

- The Cycling and Pedestrian Advisory Committee (CPAC) should be entrenched and its mandate made sustainable by encouraging rotating leadership and new membership
- Service club members should be invited to the grand opening of major construction projects of the Pathways and Trails System.
- Partner with private enterprise. Encourage low emissions days for corporations to increase use of non-motorized vehicles. Offer a pilot fitness programs for a major employer to offer employees using pathways and trails as part of a Healthy living campaign program.
- Engage private landowners / industries to partner in construction of a part of the pathways and trails system over their lands. Private land ownership is noted on the plans.
- Recognize private partnerships with signs and trails named after corporations or individuals.

#### 13.10.1 Programs

- Create a Pathway/Trail Ambassador Program involving a staff leader with summer students who attend events and functions where they promote the use of the trails or train users in safety and cycling etiquette. Ambassadors can be used to promote the route, distributing brochures or giving school classroom presentations. The Ambassadors can also act as patrols, assisting users, picking up debris and establishing a regular presence on network, as well as statistically monitoring trail use at various times in key areas and reporting their findings to the Town.
- Encourage already established Cycling club to hold events. The events could be local, regional or international
- Establish a Markham Hiking Club, one that would hold events on the Town wide System and fundraise to enhance the trails system.
- Bike to Work Week will become an annual event.
- Engage school groups and youth groups such as Scouting Canada to provide a twice annual Pathways and Trails Cleanup Day in June and September.



*Corporate partnerships to link private pathways to the public network with groups such as Seneca College and IBM can encourage active transportation, and assist in implementation.*



*Trail ambassadors can assist in education and are a marketing tool for pathways and trails.*

### **13.11 Implementation Actions / Next Steps**

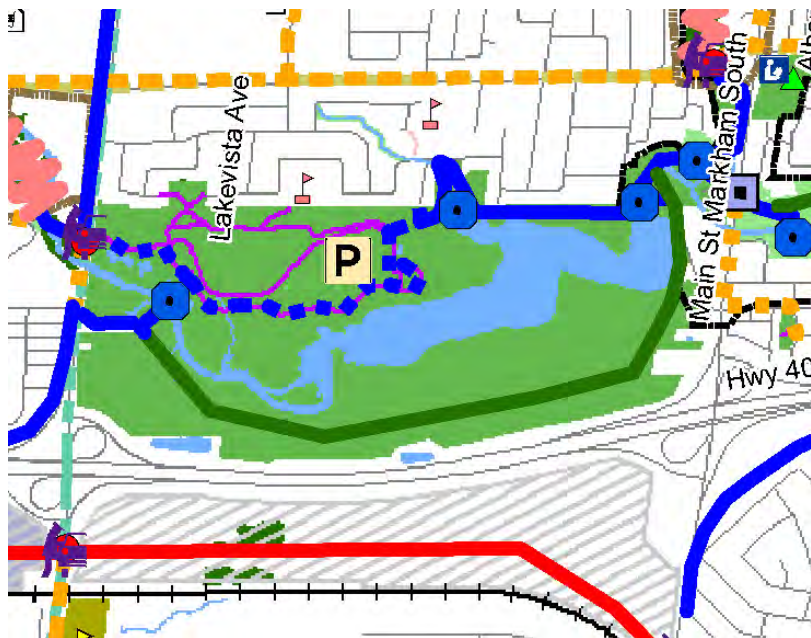
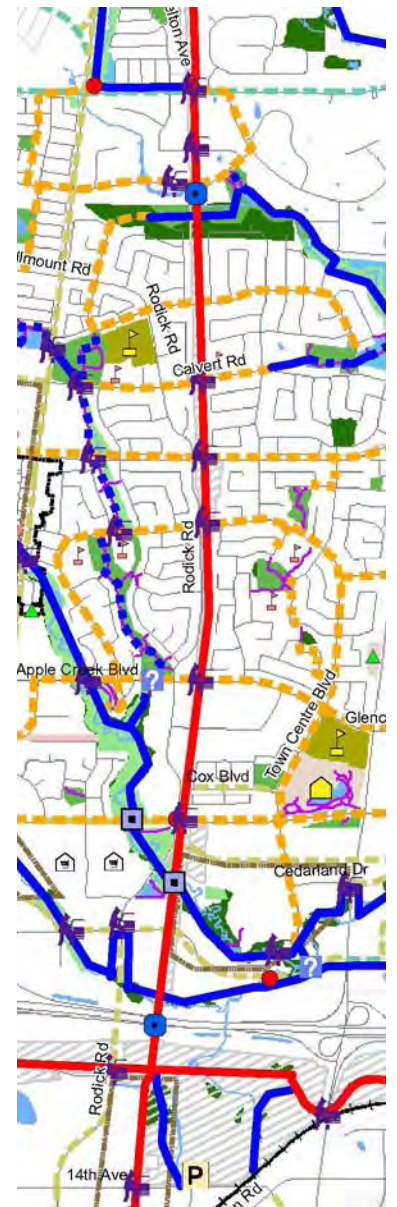
The following steps are the key items that must take place to advance the implementation of the Master Plan:

1. Amend and update the Official Plan to adopt or provide greater support of this study.
2. Appoint a Staff Person to manage the Implementation of the Pathways and Trails Master Plan. Responsibilities include: Working with Legal and Real Estate Department to negotiate acquisition and easements with private property owners; retaining consultants for detailed design and engineering projects; manage design and construction projects with consultants and contractors; select priority projects for implementation each year; prepare annual budgets based on priority maps for subsequent years budgets; pursue provincial, federal, and private grants, and work with non-profit community groups; assist community groups where possible with community based trails and pathway initiatives; etc.
3. Establish a phased, multi-year, inter-departmental budget for implementation of Pathways and Trails Infrastructure, which will be overseen by the Pathways and Trails Manager. Additional maintenance funding for new trails and pathways should be a part of this budget as they are implemented. An implementation and construction program should be prepared every 3 to 5 years to respond to modifications and changes in pathway priorities. Similar to other major infrastructure works, long term plans for pathways are necessary to ease the yearly challenges of securing funding and providing a rationale for the budget items.
4. In years 2008-2009 take advantage of Gas Tax Funding and additional capital funding (\$2.0 million) annually, achieve the pathways and trails identified as the 0-5 year priority, and gain momentum for pathways and trails, and active transportation.
5. Suggest priority projects for implementation including those with minor barriers, and no major property acquisition / easements required. The following a, b, and c detail recommended priorities for implementation, including hydro corridors and urban areas.





- a) Hydro Corridor Pathways – Primary East-West connections. Easy implementation process with Hydro One / ORC Estimated Cost: \$2.0 million (including pathways, and major signalized crossings if required)
- b) Hydro Corridor Pathways – Primary North-South connections. Easy implementation process with Hydro One / ORC Estimated Cost: \$1.2 million (including pathway, and minor mid-block crossings)
- c) Connection from Milne Park existing pathways to Main St. Markham, along north side of park. Estimated Cost: \$900,000 (including 3 bridges and pathways/trails)



6. Adopt the Pathway and Trails Implementation Process as outlined in **Figure 13.2**
7. Further define a specific approach to acquisition and easement negotiation with the Real Estate Department, and begin negotiations / discussions with land owners.
8. Provide benches, garbage receptacle and other support facilities at appropriate locations along the pathway and trail network;
9. Increase the amount and quality of bicycle parking facilities by:
  - a) Proactively installing short and long-term bicycle parking in the public right-of-way, especially in areas such as Markham Main Streets;
  - b) Developing partnerships with businesses to sponsor the installation of bicycle parking facilities;
  - c) Installing more bicycle parking facilities at prominent locations such as the Civic Centre;
  - d) Adopting the bicycle parking location guidelines described in the Master Plan;
  - e) Actively encouraging innovative bicycle parking facility designs, such as covered bicycle sheds in existing motor vehicle parking spaces; and
  - f) Working with community cycling associations to create permanent relationships for the provision of temporary, long-term bicycle parking at special events.
10. Continue to actively promote and market the pathways and trails system to increase use and awareness through CPAC and other Town initiatives.





*A Pathways and Trails Master Plan will set out the means for improving and expanding Markham's trail system.*