

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 28, 2011

Item 1, Report No. 5, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on June 28, 2011.

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**CITY TRANSPORTATION MASTER PLAN
CLASS ENVIRONMENTAL ASSESSMENT STUDY
NOTICE OF STUDY COMPLETION**

The Priorities and Key Initiatives Committee recommends:

- 1) That the presentation by Mr. Doug Allingham and Mr. Dick Gordon, AECOM Canada Ltd., and the presentation material, entitled "Transportation Master Plan", dated June 13, 2011, be received and that all of the comments made be addressed;**
- 2) That the Draft Transportation Master Plan study report, be received;**
- 3) That a copy of this report and the Draft Transportation Master Plan study report be forwarded to the Region of York for review together with a request for any comments to be returned by September 16, 2011;**
- 4) That a future 1-day workshop be scheduled to provide an opportunity to address the issues identified by Members of Council;**
- 5) That the following report of the Commissioner of Engineering and Public Works, dated June 13, 2011, be received; and**
- 6) That the following communications be received:**
 - C1 Mr. Cam Milani, Rizmi Holdings Limited, 11333 Dufferin Street, P.O. Box 663, Maple, L6A 1S5, dated June 9, 2011; and**
 - C2 Memorandum from the Commissioner of Engineering and Public Works, dated June 10, 2011.**

Recommendation

The Commissioner of Engineering and Public Works, in consultation with the Commissioner of Finance / City Treasurer, recommends:

- 1. THAT the presentation from AECOM Canada Ltd. on the Draft Transportation Master Plan be received;**
- 2. That the Draft Transportation Master Plan study report be approved in principal;**
- 3. That a copy of this report and the Draft Transportation Master Plan study report be forwarded to the Region of York for review together with a request for any comments to be returned by September 16th, 2011;**
- 4. That staff be authorized to issue the notice of study completion for the Transportation Master Plan study report following receipt of comments from York Region and finalization of the study report; and**
- 5. That staff report back to a future Council Committee meeting on the financial implications associated with the implementation of the Transportation Master Plan in a timely manner, so as to meet the timelines for the completion of the on-going Development Charges Update Study and financial forecasting exercises.**

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Contribution to Sustainability

The Transportation Master Plan, with its vision branded as Vaughan's "New Path", will serve to guide the City to a more sustainable future. In consultation with residents and key stakeholders, thirteen sustainability principles were identified and carried as the foundation to the conclusions and recommendations of the Transportation Master Plan. The City's "New Path" is about moving people – not cars, the "New Path" will:

- Provide safe, affordable, efficient transportation for everyone;
- Make Vaughan's neighbourhoods pedestrian and bicycle friendly;
- Integrate land use and transportation planning to encourage more sustainable lifestyles;
- Preserve and enhance environmental resources;
- Promote reliable, convenient and seamless transit;
- Promote economic vitality;
- Support diverse transportation system funding;
- Minimize use of fossil fuels;
- Avoid unnecessary capacity improvements;
- Minimize growth in travel demand;
- Encourage the efficient movement of freight and support the greater use of freight by rail;
- Develop parking strategies that reduce single occupant vehicle travel and auto trips; and
- Foster awareness of sustainable transportation.

The policies, decision making framework, conclusions and recommendations of the Transportation Master Plan will assist in advancing the following specific Green Directions Vaughan objectives to:

- Create a City with sustainable built form;
- Develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation;
- Develop and sustain a network of roads that supports efficient and accessible public and private transit;
- Reduce single occupant vehicle trips by supporting active transportation, car pooling and public transit; and
- Encourage the establishment of green businesses and sustainable business practices.

The Transportation Master Plan objectives are consistent with the objectives of the City's Community Sustainability and Environmental Master Plan (Green Directions Vaughan, April 2009).

Economic Impact

There are no immediate budgetary impacts resulting from the adoption of this report. However, additional operating and capital funding will be required in future years to successfully implement the recommendations of the Transportation Master Plan (TMP).

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The TMP identifies the need for capital improvements to the City's transportation system including the widening of existing roadways, construction of new Highway 400 mid-block crossings, expansions to the pedestrian and cycling facilities and potentially the establishment of new carpool / park-n-ride lots. For the most part, these transportation improvements are growth related projects and collectively they are estimated to cost approximately \$240 million. Some of these projects are already included in the current Development Charge Background Study. As part of the City's overall growth management strategy, the City is currently undertaking a comprehensive review of the Development Charge Background Study. Through this review process, the growth related projects that are already in the background study will be updated and any new projects will be added. The increase in operating and maintenance costs associated with this new transportation infrastructure will need to be considered through the long term financial forecasting exercise, which is being lead by the Finance Department. As the Development Charges update and financial forecasting exercises are currently underway, it is recommended that a further detailed report on the implications associated with the implementation of the Transportation Master Plan be brought forward to a future Council Committee meeting in a timely manner and to facilitate this work.

In the short-term, additional staff resources will be required within the Development / Transportation Engineering Department to effectively implement programs aimed at promoting travel demand management and achieving transit modal-split targets throughout the City. In addition, staff resources will be needed to proactively work with Regional and Provincial partners to advance rapid transit projects and strategic road improvements initiatives within Vaughan.

Communications Plan

The Transportation Master Plan Study Area encompasses the entire City limits. The Study included a comprehensive public consultation program involving affected stakeholders within and adjacent to the Study Area. The public consultation components completed throughout the duration of the Study included:

- Notice of Study Commencement;
- Project Website;
- Two Public Consultation Centre (PCC) Meetings;
- Three Stakeholder Workshops; and
- Project Bulletins and Newsletters.

All notification related to the Study was directly mailed to affected stakeholders on the project mailing list, advertised in local newspapers and posted on the project and City websites.

The initial phases of the public consultation program were completed concurrently with the City's Growth Management Strategy and City-Wide OP Review.

A final Notice of Study Completion will be issued this fall and will be mailed directly to all affected stakeholders on the project mailing list, relevant public agencies and authorities. In addition, the notice will be published in local newspapers and posted on the project and City websites.

Upon issuance of the final notice of completion, the Draft Transportation Master Plan study report will be placed on public record for a 30-day public review period in accordance with the requirements of the Municipal Class Environmental Assessment process.

Purpose

The purpose of this report is to inform Council of the findings and conclusions of the City's Transportation Master Plan Study and recommends that the Notice of Study Completion be issued after the draft report has been circulated to the Region for review and comment.

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Background – Analysis and Options

The Transportation Master Plan (TMP) is the City's transportation 'blueprint'. It will assist with addressing growth in a sustainable manner through to 2031. It has been prepared in response to the Provincial Growth Plan for the Greater Golden Horseshoe Area and is a key component of the City's Growth Management Strategy (Vaughan Tomorrow) and new Official Plan.

The TMP is an essential part of Vaughan's transformation into a more sustainable community. It builds on the City's previously approved master planning document (and associated transportation studies), Official Plan Amendment 600, and provides for a transportation strategy within the context of York Region, Metrolinx and other neighbouring municipalities including Peel Region and the City of Toronto. These municipalities together with Vaughan must work in partnership to provide transportation services across the central portion of the Greater Toronto and Hamilton Area (GTHA).

Ultimately, population and employment growth, and the intensification of this growth, in Vaughan and York Region is set by the Provincial Growth Plan. It represents the broad planning vision and sets policies for managing growth and development, and for guiding planning decisions throughout the Greater Golden Horseshoe through to 2031. York Region, in consultation with its local municipalities, is responsible for planning and allocating growth within its boundary. In 2009, York Region revised its Official Plan to conform to the Provincial Growth Plan and as part of that process, also updated its Regional Transportation Master Plan.

Within the GTHA, Metrolinx has been established to develop and implement an integrated multi-modal and inter-regional transportation plan. This inter-regional transportation strategy will guide the long term planning for transportation across the GTHA. GO Transit is a division of Metrolinx, which provides inter-regional rail and bus transit services throughout the GTHA, including Vaughan. Regional and local transit services are provided by York Region (York Region Transit / VIVA). Accordingly, partnerships with Vaughan's neighbouring municipalities, as well as provincial agencies, York Region and other stakeholders is critical to the success of the City's TMP.

The Terms of Reference for the TMP were approved by Council on May 12, 2008. Based on the results of the City's Request for Proposal process (RFP08-041), Council endorsed the award of the consulting assignment to AECOM Canada Ltd. on December 8, 2008.

Growth Management Strategy (Vaughan Tomorrow)

Completion of the Draft Transportation Master Plan study was integrated with the City's Growth Management Strategy and Official Plan review process. The recommendations of the TMP are consistent with the new Official Plan (OP) policies. In particular, the transportation chapter within the City's new OP was developed jointly by the Official Plan review team and the TMP team. All transportation related policies within the new OP fully support the TMP's "New Path" vision.

The City's new Official Plan was adopted by Council in September of 2010 and is currently under review by York Region.

Accordingly, it is recommended that a copy of the Draft Transportation Master Plan study report be forwarded to the Region of York for review and comment in conjunction with their on-going review of the City's new Official Plan. It is expected that minor amendments to the new OP and/or the Draft TMP study report may be required to address Regional comments, and that this process will occur over the next several months, with the anticipation that final approval of the City's new Official Plan will be provided by York Region early next year.

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Transportation Master Plan Study Approach

The overall TMP study approach has proceeded in three phases, with close integration of consultation activities and technical deliverables throughout the duration of the overall project.

Phase one included the identification of key issues and strategic direction options to set the stage for development of a long-range transportation vision. This process involved the preparation of four discussion papers on key transportation issues including:

- Existing Transportation Conditions, Trends and Future Plans;
- Transportation Demand Management;
- Role of Transit; and
- Safety and Traffic Calming.

These discussion papers were instrumental in defining a strategic transportation direction and vision for the City. Phase one also included the development of a City-wide travel forecasting model and methodology for network evaluation.

Phase two involved the completion of two policy papers on Transportation Vision / Policy Framework; and Key Transportation Issues / Alternative Strategic Directions. Based on these policy papers, an assessment of alternative transportation strategies and plans was completed to accommodate the City's preferred long-term growth plan. In addition, complementary plans and policies for individual secondary plan areas were also evaluated and completed.

Phase three finalized the City's overall long-range plan including all supportive policies and programs. It developed an implementation strategy and phasing plan. It also set out the City's short, medium and long-term action plan, and formulated a monitoring framework to verify the TMP's continued progress.

City-Wide Travel Demand Forecasting Computer Model

A key component of the TMP study process was the development of a City-wide travel demand model to forecast future conditions and serve as the primary analytical tool for evaluating future transportation network improvements. This model is based on GTA-wide data and on York Region's AM peak period model. It has been calibrated to simulate City of Vaughan conditions with multi-modal capability. A key addition to the model was the development of a PM peak period component. Representing the highest peak in traffic volumes during a typical weekday, the PM peak period was used for analysis in addition to the AM peak period. The City-wide analysis included assessment of all east-west and north-south travel corridors at key locations (referred to as screenlines). More detailed analysis was also conducted for specific secondary plan areas in order to assess finer road and transit networks.

Elements of the Transportation Master Plan

The result of the Transportation Master Plan process is a set of recommended elements which together comprise the Plan. These elements have been developed according to the sustainability principles and goals, and the overall "New Path" transportation vision discussed above.

The five key elements of the City's Transportation Master Plan and specific recommendations pertaining to each of the elements are summarized below.

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TRAVEL DEMAND MANAGEMENT (TDM):

Travel Demand Management or TDM is essentially a series of specialized policies, targeted programs and innovative mobility services and products that work to influence travel behavior within a transportation system, with a focus on managing the movement of people rather than of motor vehicles. TDM policies and programs must become an integral part of the City's overall sustainable transportation vision.

TDM is an important support to the physical transportation network throughout the City. Future travel demands cannot be satisfied primarily through road improvements as had traditionally been the case. Thus, a meaningful TDM strategy with an overall goal of minimizing the growth in auto use, especially during peak travel periods, is an essential element of the TMP. Through the development of the TMP, it has been concluded that travel demand should be managed by focusing on the following four areas:

- i. Overall trip reduction (through initiatives to support flexible working programs such as telecommuting and four-day work weeks);
- ii. Mode of travel shifts (from auto to transit, walking and cycling);
- iii. Time of travel shifts for necessary auto trips (shifting trips out of the peak periods); and
- iv. Increase in vehicle occupancy for necessary auto trips, through car and van-pooling initiatives.

The TDM related recommendations recognize the strong TDM support by York Region and Metrolinx. York Region's TMP strongly supports TDM within the urbanized parts of the Region, including Vaughan. Regional recommended policies and physical infrastructure improvements in support of TDM include road widening for High Occupancy Vehicle (HOV) lanes and rapid transit initiatives.

Similarly, the recently completed Draft Western Vaughan Individual Environmental Assessment and Vaughan's new secondary plan studies also recommend strategies for these respective study areas. Accordingly, within this TDM-supportive context, the TMP sets out the following six initiatives for the City:

1. Support Transportation Management Associations (TMAs) and promote TDM by making residents and local businesses aware of its benefits;
2. Work with the City's largest employers to develop and implement trip reduction plans;
3. Support reduced on-site parking provisions for all new developments particularly within Centres, and along Rapid Transit and Transit Priority corridors, increasing on-street parking and establishing paid parking overtime;
4. Work with the Region of York and MTO to implement carpool lots within Vaughan along freeway and HOV corridors;
5. Support the integration of bicycle and public transit travel, including improved cycling access and bicycle storage at transit stops and stations, bike racks on buses and allowing bikes in subway trains; and
6. Monitor effective implementation of TDM measures in Vaughan.

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The TMP recognizes the need for additional resources in the Development / Transportation Engineering Department in order to implement progressive corporate TDM programs, Travel Demand Model analysis, and rapid transit coordination.

TRANSIT:

As transit services are provided by York Region, the Toronto Transit Commission (City of Toronto) and Metrolinx, Vaughan's role is to support transit use within the City and create conditions for its success. Fundamentally, at the local level this includes the provision of facilities and supportive conditions for walking and cycling, access to transit stops and stations, maintenance of the local primary road network for effective bus service, and continued protection for future transit supportive primary road networks through the development review and approvals process.

While a number of transit services are currently provided within Vaughan, the City's existing population does not use transit to a large extent, with only approximately 9% of AM peak period trips made by all forms of transit. Its use is greatest for trips from Vaughan to Toronto.

Increasing transit's modal share is a critical element of the City's TMP. This shift, together with the reduction in auto-dependence, will require improved transit services. The City must continue to fully support and facilitate rapid transit expansion by all applicable authorities. In addition, this must be supplemented with the widespread application of surface transit priority measures, such as exclusive bus and/or HOV lanes, traffic signal priorities and transit queue jump lanes at signalized intersections, together with a general increase in the level of transit service in terms of coverage and frequency of service throughout the City.

The TMP recommends that the City should continue to assume a strong transit-supportive role in facilitating an increase in transit use through the following measures:

1. Promote higher density and mixed-use development in Centres and along transit corridors;
2. Focus new office development in locations served by rapid transit or high frequency bus service;
3. Provide a multiple and contiguous system of mid-block collectors for increased penetration of local bus routes and a fine-grained street network overall;
4. Expand the pedestrian and cycling network to ensure improved transit access;
5. Focus TDM programs on the need for an increase in modal share to transit; and
6. Coordinate with York Region and Metrolinx to ensure seamless cross-regional boundary transit with Toronto Transit Commission and Brampton Transit services (in particular for the new West Vaughan Employment Area immediately east of the City's boundary with Peel Region).

It is further recommended that new and/or improved transit services be implemented as early as possible to serve newly developing areas, so that new travel patterns can be formed in the presence of high quality transit.

ACTIVE TRANSPORTATION:

In addition to serving travel by private vehicles and transit, the City must also provide for active transportation (walking, cycling, in-line skating and other forms of non-motorized travel).

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The City's human powered or active transportation network can be described as a two-tier system. The primary system consists of pedestrian facilities along major roads and connections to major City destinations. The secondary tier includes provision of pedestrian facilities that are more local in nature, linking local parks, community centres, schools and shops. These secondary systems provide for internal connections within communities.

As part of the TMP process, the City's existing Pedestrian and Bicycle Master Plan (as adopted by Council in 2007) has been reviewed, updated and consolidated to form a key component of the City's overall TMP.

Active transportation will become an increasingly important element of the City's overall sustainable transportation system. The TMP supports the recommendations of the 2007 Pedestrian and Bicycle Master Plan Study with its vision to develop a comprehensive and connected network of pedestrian and cycling facilities. These facilities consist of off-road multi-use pathways, on-road bike lanes and routes, and boulevard pathways and sidewalks. This comprehensive network which builds on the creation of a fine-grained street network and improvements to the recreation system, will help to facilitate walking and cycling throughout the City for leisure, commuting and other purposes.

The updated Pedestrian and Bicycle Master Plan component of the TMP will assist staff in the development of new programs and facilities to make the City one of the most pedestrian and cycling-friendly cities in Canada. The plan has been designed to be flexible by calling for necessary refinement of recommended routes and facility types. Accordingly, the TMP includes recommendations to expand the proposed 2007 pedestrian and bicycle network, particularly for proposed development and new intensification areas including the West Vaughan Employment Area, the Vaughan Metropolitan Centre, the Woodbridge Core and the Kleinburg-Nashville area. The updated Pedestrian and Bicycle Network Plan is included as Attachment No. 1.

The TMP recommends adding approximately 78 kilometres of bicycle and pedestrian network facilities to the 613 kilometres previously recommended in the 2007 Study, an increase of approximately 13%. This increase is primarily due to the City's newly approved secondary plan areas.

In addition, on-going coordination with York Region and other neighbouring municipalities is critical to ensure seamless pedestrian and bicycle connectivity throughout.

In support of expanding the City's active transportation network, one of the recommended short term actions of the TMP includes the need to review and update the City's existing sidewalk policy based on the guiding principles established by the TMP.

PARKING:

In keeping with the City's vision of reducing auto dependence and promoting sustainability, the TMP recommends the adoption of parking strategies that provide lower parking requirements generally and particularly for new development in centres and corridors well served by transit, and promote shared parking facilities in an effort to reduce single-occupant vehicle travel. In addition, the City should assume the responsibility of constructing and managing off-street paid public parking in strategic locations and use the revenue generated to offset costs and fund TDM initiatives.

The parking standards recommendations within the TMP fully complement the 2010 Draft Parking Standards Review Study previously completed by the City.

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In addition, the TMP recommends that the City work with the Region, MTO and Metrolinx to identify and provide a network of strategically located carpool lots to support a reduction in single occupant auto use. Shared parking with existing facilities such as recreational areas, shopping malls and large retail centres should be the first consideration in establishing carpool and/or Park-And-Ride lots.

The City should also consider relaxing on-street parking prohibitions in designated centres before establishing any large surface parking lots. On-street parking supports retail activities while acting as a traffic calming measure. Conversely surface parking, particularly in intensification areas, is an inefficient land use that can create gaps in the urban form.

Paid on-street parking and multi-level parking structures should be implemented within intensification areas such as the VMC. The establishment of a City Parking Authority (or other management mechanism) will ultimately be required to manage all paid public parking lots / facilities throughout the City.

STRATEGIC ROAD IMPROVEMENTS:

It is the recommendation of the TMP that road network improvements are largely limited to strategic initiatives that support transit and goods movement, improve network connectivity, or support intensification in designated areas. Some local improvements will also be needed to provide basic vehicle access to newly developing areas and in those locations where reasonable travel options do not exist.

Road improvements that could compete with transit should be deferred until enhanced transit services are operating and have an established ridership base. Road improvements to address future capacity deficiencies that cannot be addressed by TDM initiatives and enhanced transit should be identified when a facility is forecast to exceed its practical capacity.

The TMP process included a detailed review of proposed Provincial and Regional road improvements such that recommendations with respect to the local street network could be informed by these higher-order transportation plans.

Provincial Highway Improvements

Serving as the primary goods movement network, improvements to the provincial highways will benefit the trucking industry and help to alleviate truck traffic on Regional and City roads. Key provincial highway improvements currently planned within Vaughan include:

- Highway 427 Extension to Major Mackenzie Drive & new interchanges at Langstaff, Rutherford and Major Mackenzie;
- Highway 400 Widening (Major Mackenzie Drive to King-Vaughan Road);
- New / Improved interchanges along Hwy 400 and Hwy 407; and
- GTA West Corridor (Hwy 400 to Hwy 427 & extension of Hwy 427 from Major Mackenzie Drive to GTA West with connection to Hwy 427).

Regional Road Improvements

The majority of the planned Regional Road improvements comprise widening to 6 lanes to accommodate HOV and on-street bike lanes in order to support alternative modes of travel to single occupant vehicles. Some widenings from 2 to 4 lanes, mostly in the northern portion of the City, are recommended to support local development areas.

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Other required key Regional road missing links include:

- Teston Road (Keele Street to Dufferin Street);
- Langstaff Road Extension (Jane Street to Keele Street);
- Highway 400 / Langstaff Road Interchange Improvements; and
- Highway 400 / Highway 7 Interchange Modifications.

City Road Improvements

Strategic City Road Improvements are identified in Attachment No. 2. A summary of the required key City road improvements is provided below:

- Portage Parkway Extension and Widening;
- Huntington Road Widening and Urbanization;
- Block 33 Highway 400 Overpass (North Maple Community Bridge);
- Creditstone Road Widening;
- Colossus Drive Extension and Improvements Easterly to Creditstone Rd;
- Kirby Road Extension (Dufferin Street to Bathurst Street); and
- King-Vaughan Road Widening.

As an important part of the strategic road improvements, the City should work with York Region to eliminate at-grade rail crossings and intersection jogs to improve public safety and reduce traffic delays. New collector roads to support planned intensification areas will be secured through the development review and approvals process.

Review of Transportation Policies and Road Classification System

A review of the City's current road classification system was undertaken as a component of the TMP. This review has re-affirmed the road-network planning principles applied to date (throughout the City's existing urbanized areas and based on OPA 600). These principles include the following:

- circuitous patterns of local and collector streets should be avoided as they generally limit routing options and make longer distance trips on these streets impractical, thereby forcing local trips onto the arterial network;
- a continuous grid of primary roads with multiple local streets and pathways should be available throughout concession blocks and between adjacent blocks, thereby minimizing the need for local traffic to use the arterial network;
- long distance trips via the primary road network should be discouraged through design features that limit operating speeds;
- primary road networks within concession blocks should include multiple north-south and east-west primary roads such that the network may disperse traffic volumes over multiple primary roads so that no single primary within a block will be required to carry traffic volumes higher than appropriate for a street with residential frontage; and
- a maximum two-way primary road volume of 500 vehicles in the peak hour and 5,000 vehicles per day is recommended in order to maintain a "threshold of good environment" for local residents abutting a primary road.

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Highway 400 Mid-Block Collectors

Highway 400 overpasses are important components of the City's primary road network. These crossings provide necessary east-west connectivity across Highway 400, promote a greater sense of community between neighbourhoods east and west of the highway, allow for sharing of community services and improve the efficiency of primary road transit services through concession blocks. They allow for more efficient pedestrian and cycling networks; and can decrease overall response times for emergency services within the neighbouring areas. Mid-block collectors can also improve operations of the adjacent arterial roads by allowing local traffic to avoid making turns on and off the arterials in the vicinity of the highway (excessive turning movement volumes compromise the through capacity of arterial road intersections).

The travel demand forecasting model indicates a deficiency in east-west capacity and connectivity throughout the City. To address this deficiency, the TMP recommends the following Highway 400 overpasses be constructed in order to provide adequate screenline capacity across Highway 400:

- Block 35 (OPA 637 – Highway 400 North Employment Lands);
- Block 33 (America Avenue – Canada Drive Bridge);
- Block 32 Overpass (see note below);
- Colussus Drive Overpass (Vaughan Metropolitan Centre); and
- Bass Pro Mills Drive Connection to Weston Road (to realize full benefits of the existing Highway 400 overpass).

Accordingly, rights-of-way to allow for the ultimate construction of these Highway 400 crossings should continue to be protected.

Although the need for the Block 32 overpass is technically supported and was identified as a needed east-west connectivity link in previous studies, it was eliminated from the City's Official Plan by Council resolution several years ago. However, it is important to note that it continues to be identified as a strategic requirement in the City's TMP, York Region's OP and York Region's 2009 Transportation Master Plan update.

Conformance with Regional and Provincial Plans / Policies

In completing the City's TMP, the following Regional and Provincial studies have been reviewed and considered in detail:

- 2008 Regional Transportation Plan (Metrolinx);
- 2009 York Region Transportation Master Plan Update;
- 2010 Highway 427 Individual Environmental Assessment (Ministry of Transportation);
- 2011 Draft Western Vaughan Individual Environmental Assessment (York Region); and
- 2011 GTA West Corridor Planning EA and Draft Development Transportation Strategy Report (Ministry of Transportation).

Accordingly, the Draft TMP study conclusions and recommendations are consistent with the policies and direction of the above noted studies.

Vaughan Metropolitan Centre (VMC) / Surrounding Area Transportation Study

A more detailed transportation analysis for the proposed VMC was completed as a component of the TMP and in conjunction with the development of the new VMC secondary plan. The proposed fine-grain grid of local streets within the VMC will be framed by commercial, residential and mixed use buildings. This layout will be fundamental to encouraging walking and other non-motorized modes of transportation, which in turn will promote transit use.

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For the VMC to realize its full potential, transit, cycling and walking will need to be the preferred modes of daily travel for most people living and working there. Over time, Highway 7 should become an urbanized avenue that balances the movement of transit, pedestrians, cyclists and cars.

In order to fully understand the broader transportation related triggers / improvements associated with build-out of the VMC plan, staff are currently initiating a joint transportation study with the Region of York. It is anticipated that this VMC and Surrounding Area Transportation Study will be completed within the next 12 months.

Yonge Street Secondary Plan

York Region is currently undertaking a study of the transportation infrastructure improvements and triggers required to facilitate the planned intensification along the Yonge Street corridor. This study will comprehensively address the infrastructure needs and triggers associated with the planned intensification within Vaughan, Richmond Hill and Markham (Richmond Hill - Langstaff Urban Growth Centre).

Implementation Plan

A comprehensive action plan encompassing all TMP components recommended for implementation by the City has been included as Attachment No. 3. The action plan is divided into the following three implementation priority categories:

- 2011 to 2016 Short-Term (within 5 years)
- 2016 to 2021 Medium-Term (5 to 10 years)
- 2021 to 2031 Long-Term (10 years plus)

The overall cost to implement the TMP is estimated at over \$7 Billion of which Vaughan's share is approximately \$240 Million. This can not be achieved without the full support of senior levels of government, particularly the Province and the Region. Vaughan therefore not only needs to implement its portion of the TMP but also assume a leadership role in coordinating the actions of all levels of government.

The TMP study has addressed phases one and two of the five-phase Municipal Class Environmental Assessment (EA) Process. In order to proceed with implementation of individual infrastructure improvements, further EA Study may be required to complete phases three and four of the EA process depending on the complexity of issues and estimated project costs.

Monitoring and Review

It is anticipated that the TMP will be reviewed and updated every five years in conjunction with planned City-Wide OP reviews.

In addition, regular re-calibration of the City's Travel Demand Forecasting Model will be required. The development of the City-wide model was a key product of the study. It will serve as a critical tool for staff to improve the City's overall transportation planning capabilities and to effectively monitor implementation of the TMP.

Next Steps

In the coming weeks, the Draft Transportation Master Plan study report will be circulated to York Region for final review and comment in conjunction with the City's new Official Plan. The receipt of any Regional comments on the TMP by September 16, 2011 would allow time for minor revisions prior to the issuance of the final notice of study completion.

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Relationship to Vaughan Vision 2020/Strategic Plan

In consideration of the strategic priorities related to Vaughan Vision 2020, the recommendations of this report will assist in:

- The pursuit of excellence in service delivery;
- Enhancing and ensuring community safety, health and wellness;
- Leading and promoting environmental and financial sustainability;
- Attracting, retaining and promoting skilled staff;
- Demonstrating leadership and promoting effective governance; and
- Planning and managing growth and economic vitality.

Further, the recommendations of this report will assist in advancing the following specific strategic plan initiatives to:

- Produce a strategy to continue to ensure a quality work environment and a wide array of staff benefits (lead by example, TDM Programs for Vaughan Employees);
- Create an inter-government relations strategy and advocacy plan ensuring that the City of Vaughan participates in provincial, national and international forums and collaborates with neighbouring municipalities;
- Implement the Growth Management Strategy;
- Work with other levels of government to continue to support the expansion of the Metrolinx / GO Transit system and other related Regional rapid transit initiatives;
- Continue to support the Highway 427 extension to Major Mackenzie Drive;
- Support and coordinate land use planning to support high capacity transit at strategic locations throughout the City; and
- Establish and coordinate a strategy for completing the Langstaff, Teston and Kirby Road links.

This report is therefore consistent with the priorities previously set by Council. It is noted however, that additional operating and capital funding will be required to successfully implement the recommendations of the Transportation Master Plan. This will be addressed through future annual budget deliberations.

Regional Implications

As one of the key stakeholders, Regional staff was involved in the Study consultant selection process and participated on the Technical Advisory Committee throughout the duration of the Study.

In addition, the City's TMP has been closely coordinated with the Region's latest Transportation Master Plan update, the Western Vaughan Individual Class EA and the Metrolinx Regional Transportation Plan for the Greater Toronto and Hamilton Area.

Conclusion

The Transportation Master Plan study report encompasses the culmination of over two years of extensive public and stakeholder consultation, coordination, research and technical analysis. It is a key component of the City's overall consolidated Growth Management Strategy to the year 2031 and is the first comprehensive review of the City's transportation system since approval of Official Plan Amendment 400 in the early nineties.

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It is widely recognized that road improvements alone will not accommodate the anticipated increase in travel demands throughout the Greater Toronto and Hamilton Area (GTHA). Both Regional and local travel demand models project that traffic congestion will not improve significantly over time. As a result, Vaughan residents (like all residents within the GTHA) will need to accept higher levels of congestion and change their travel behavior. This includes the greater use of sustainable modes of travel.

The TMP provides a comprehensive framework for accommodating the City's projected travel demands in a sustainable and progressive manner. Active transportation and travel demand management policies and programs must become an integral part of the City's overall sustainable transportation system. However, the underlying framework for achieving the TMP goals and modal share targets is a significantly expanded public transit system. The City must therefore continue to proactively work with Regional and Provincial partners to advance rapid transit related projects and initiatives within Vaughan and advocate for early implementation of transit services to support new development.

Local road network improvements should be limited to strategic initiatives that support transit and goods movement, improve network connectivity or support intensification in designated areas. Updated parking strategies are required to reduce parking requirements for new development in centres and corridors well served by transit, and promote shared parking facilities in an effort to reduce single-occupant vehicle travel.

Given that over 45% of the City's planned growth by 2031 will be in the form of intensification within the current built boundary, the City's "New Path" must be sustainable and about moving people – not cars. The Draft Transportation Master Plan study report sets out how this objective can be achieved in the City. Accordingly, it is recommended that the master plan be approved in principal by Council.

Attachments

1. Pedestrian and Bicycle Network: Facility Types
2. Future Street Network & Right of Way Requirements - 2031
3. Action Plan

Report prepared by:

Selma Hubjer, Transportation Engineer, Ext. 8674
Michael Frieri, Manager of Engineering Planning & Studies, Ext. 8729

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 2, Report No. 5, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on June 28, 2011.

2 VAUGHAN VISION 2020 STRATEGIC PLAN REVISION

The Priorities and Key Initiatives Committee recommends:

- 1) That the recommendation contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated June 13, 2011, be approved; and
- 2) That staff provide options on implementing the strategic theme “Ensure a High Performing Organization”, including establishing a sub-committee and related Terms of Reference.

Recommendation

The City Manager and the Senior Manager of Strategic Planning in consultation with the Senior Management Team recommends:

That the following report including the revised Vaughan Vision 2020 Strategic Planning Diagram in Attachment 2 be approved.

Contribution to Sustainability

The Vaughan Vision 2020 strategic plan incorporates the principle of sustainability in the strategic goals and themes.

Economic Impact

There is no economic impact of this report. The strategic plan and the goals and objectives incorporated into the plan will assist Council in setting priorities and assigning increasingly limited resources.

Communications Plan

The Strategic Themes and Strategic Initiatives which support the themes will be communicated to departments in the budget guidelines. The revisions to the Vaughan Vision 2020 strategic plan will be communicated to staff and citizens through the intranet/internet, e-newsletter, social media and staff meetings, as appropriate. The results from the 2011 Ipsos-Reid Citizen Survey will be posted to the internet upon approval by Council, see Attachment 1 for the summary.

Purpose

To present the recommended changes to the Vaughan Vision 2020 strategic planning diagram and recommend the Priority Strategic Themes for 2012 and the Strategic Initiatives that support the themes.

Background - Analysis and Options

Background

The Vaughan Vision 2020 strategic plan is the guiding document which sets the vision and key strategic goals and strategic themes for the Corporation to the year 2020. The current plan was approved by Council in December 2007 and with the new term of Council it is appropriate to review the strategic plan. Prior to reviewing the plan itself, staff developed a Corporate Planning Cycle which provided the context for strategic planning and the other aspects of strategic planning. It was approved by Council in May. It is divided into four phases over 12 months.

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All phases are interdependent and together create a holistic approach to corporate planning at the City. Due to the shortened timeline in 2011 the first two phases; Visioning and Aligning were compressed over a two month time period rather than the proposed six months. Briefly, the Visioning phase focuses on reviewing the key issues impacting the municipality through the completion of a SWOT exercise. This information is a key input into the setting and validating of strategic themes which will guide the corporate planning process. The Aligning phase involves developing and prioritizing key initiatives which are aligned with the strategic themes/direction set in the visioning phase. The strategic themes and initiatives are then communicated to the organization and integrated into the budget guidelines. This is critical to setting a common focused direction for the City.

SMT/Directors Workshop

On May 11, 2011 senior management and the directors held a workshop to review the current Vaughan Vision (VV) 2020 strategic plan. The broader management group was brought together so we could draw on their knowledge and expertise and develop an understanding of and buy-in to the process and outcomes. The workshop focus was to review and discuss the VV 2020 goals and objectives and refine them if necessary. Further, an exercise was completed to determine the priority strategic themes and initiatives for the year 2011-12. To help inform the discussions information was provided in a presentation of the 2011 Ipsos-Reid citizen survey and a brainstorming SWOT (Strengths, Weaknesses, Opportunities, Threats) roundtable exercise. The expertise and knowledge of the management group were reflected in the SWOT results as well as the information generated from the community through the survey, as can be seen in Attachment 1, generated a number of changes in the Vaughan Vision 2020.

The overall conclusions after review of the VV 2020 goals and objectives were the following:

- Corporation is doing well meeting the goal of Service Excellence to the community and will continue to meet service standards while addressing other priority areas
- Corporation has a number of initiatives intended to achieve the goal of Staff Excellence and will continue to meet the needs of staff while addressing other priority areas
- With the increasing demands being placed on municipalities and increasingly scarce resources, more emphasis on Management Excellence as a priority is warranted.
- To support Management Excellence as a Priority, a new strategic theme "Ensure a High Performing Organization" is appropriate

Council-SMT Symposium/Workshop Discussion

A workshop with Council and senior management was held on May 27, 2011. This was an educational workshop for Council to be informed on the Vaughan Vision 2020 strategic plan including:

- Looking at issues through the plan
- Understanding what's required to stick to the plan
- Being informed on moving forward with the plan
- The 2011 Ipsos-Reid Citizen Survey in the context of the plan

The workshop provided Council the opportunity to ask questions on the plan and gain a better understanding of how the plan can set a focused direction for the City.

Revisions to VV2020

Taking the input from the Management Workshop and upon further reflection, the following changes were made to the Strategic Planning diagram.

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VV 2020 Strategic Planning Diagram

An important roundtable discussion at the workshops was to discuss the changes to the Vaughan Vision 2020 strategic planning diagram. The Strategic Planning diagram shows the Strategic Goals on the outside, Strategic Objectives on the inner circle and the Vaughan Vision, Mission and Values in the Centre.

It was agreed that rather than the term Strategic Objectives that the term Strategic Themes would be used. The proposed changes to the diagram are identified in Attachment 2. They include:

SERVICE EXCELLENCE

Old

- "Pursue Excellence in Service Delivery"

New

- "Demonstrate Excellence in Service Delivery"

Old

- "Enhance and Ensure Community Safety, Health & Wellness"

New

- "Promote Community Safety, Health & Wellness"

STAFF EXCELLENCE

Old

- "Value & Encourage a Highly Motivated Workforce"

New

"Value & Encourage a Highly Motivated and Engaged Workforce"

Old

- 'Demonstrate Leadership & Promote Effective Governance'

New

- 'Demonstrate Effective Leadership'

MANAGEMENT EXCELLENCE – Re-title ORGANIZATIONAL EXCELLENCE

Old

- 'Demonstrate Leadership & Promote Effective Governance'

New

-Moved to Staff Excellence

Old

- 'Enhance Productivity, Cost Effectiveness & Innovation'

New

'Ensure a High Performing Organization'

Old

- 'Maintain Assets & Infrastructure'

New

'Manage Corporate Assets'

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Old

- 'Plan & Manage Growth & Economic Vitality'

New

- 'Manage Growth & Economic Well-being'

Strategic Themes and Initiatives

Once the strategic planning diagram was reviewed, the step was to look at prioritizing the Strategic Themes and Initiatives. This was an important objective as everything cannot be a priority. Establishing a priority results in clarity for staff and other stakeholders and a focus for the corporation. This in turn assists with prioritizing resource allocation through the operating budget process.

A number of criteria were used to assist in determining the priority strategic themes and initiatives including:

1. Reflecting on the SWOT exercise does the strategic theme/initiative address:
 - a) a significant weakness
 - b) capitalize on a major opportunity
 - c) counter a serious threat
2. Is the strategic theme/initiative a primary focus in the short term in order to achieve long term success?

In applying this criteria and using the information from the SWOT analysis the prioritized strategic themes were identified. ~~as can be seen in Attachment 3.~~ They included 'Ensure a High Performing Organization,' 'Manage Corporate Assets' and 'Manage Growth and Economic Well-being.' Aligned to these themes are a number of strategic initiatives which were identified as priority initiatives for 2011/12. Including the following:

1. 'Ensure a High Performing Organization'

Strategic Initiative(s) to support the theme:

- a) Undertake a Program Review
- b) Further Evolve Performance Indicators
- c) Additional Operational/Business Reviews

2. 'Manage Corporate Assets'

Strategic Initiative to support the theme:

- a) Develop and Implement a Corporate Wide Asset Management System

3. 'Manage Growth and Economic Well-being'

Strategic Initiative to support the theme:

- a) Develop the plan required to build a dynamic Vaughan Metropolitan Centre

These changes, ~~are reflected in Attachment 2 and 3.~~ upon Council approval, will be communicated to staff and integrated into the operating budget process.

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Next Steps

There are a number of steps to take in rolling out the changes to the Vaughan Vision 2020 strategic plan. They include; identifying the project lead, implementation plan and the timeline for completion of the priority strategic initiatives. Definitions for the changes made to the VV 2020 diagram will be developed and communicated to all staff. Also, a communication plan will be developed to ensure there is a 'line of sight' between the plan and staff at all levels of the organization.

Relationship to Vaughan Vision 2020/Strategic Plan

The revised Vaughan Vision 2020 strategic planning diagram will replace the current one upon approval. The prioritized strategic initiatives will be added to the current plan if they have not already been identified.

Regional Implications

Any regional implications will be identified with the individual strategic initiatives.

Conclusion

The Vaughan Vision 2020 strategic plan revisions are being tabled at the Priorities and Key Initiatives Committee for approval. The objective is to provide a focus for the organization as we move into the 2012 budget process and deliberations.

Attachments

1. Attachment 1 - Summary of Ipsos-Reid 2011 Citizen Survey
2. Attachment 2 - Vaughan Vision 2020 Strategic Planning Diagram

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)