

COMMITTEE OF THE WHOLE (WORKING SESSION) JUNE 13, 2006

THE VAUGHAN CONSOLIDATED GROWTH MANAGEMENT STRATEGY – 2031 DIRECTION TO PROCEED WITH BACKGROUND WORK

Recommendation

The City Manager and the Senior Management Team recommend that:

1. Staff begin the background work necessary to support the initiation of the Vaughan Growth Management Strategy - 2031 in 2007 as described in this report;
2. Such work be coordinated with the preparation of the City's updated Strategic Plan, *Vaughan Vision 2020*;
3. Staff work with and provide input to the Region of York as it conducts its Growth Management Plan review;
4. Staff report back to Council in January 2007 with an update on the work of the Region of York and a detailed work plan and time line for proceeding with the Vaughan Consolidated Growth Management Strategy.
5. The Senior Management Team, where appropriate, work with the Environmental Task Force on the development of an environmental strategic plan, including a definition of sustainability for the City, with accompanying objectives, policies and standards to guide the preparation of the growth management strategy and the evolution of City-operations and that the recommended strategy be submitted to Council in the first quarter of 2007.

Economic Impact

There are no immediate budgetary impacts that will result from the adoption of this report. The initial background work will involve only staff time and in-house resources. Subsequent phases will require the retention of consulting services. This will need to be addressed in future budgets, commencing in 2007.

Purpose

To obtain direction from Council to proceed with the pre-planning phase for the Vaughan Consolidated Growth Management Strategy - 2031.

Background and Options

- a) **Background**

Context

The City of Vaughan is approaching a watershed in its evolution as a major urban municipality in the Greater Toronto Area. After three decades of rapid and sustained growth, the full urbanization of the municipality is now in sight.

In early 2005 the Ministry of Public Infrastructure Renewal issued new population and employment projections for the Regional Municipalities in the Greater Golden Horseshoe to the year 2031. The new estimates predict that York Region's population will rise to 1,500,000 and the number of jobs will increase to 780,000. Previous projections to 2026 set York's population at 1,280,000 with 696,000 jobs.

Given past trends, it can be expected that a substantial portion of the population and employment growth will be assigned to the City of Vaughan. The Region of York is in the early stages of its Growth Management Plan Update. As part of this exercise it will be preparing detailed population and employment allocations for the local municipalities based on the provincial figures. The planned timeline for reporting to Regional Council on future growth scenarios is March to June in 2007. Consultation will take place throughout 2006 and continuing into the first half of 2007.

The preferred growth scenario, as established by Regional Council, will be the basis for a Regional Official Plan amendment. Even a moderate allocation of population and employment growth could take Vaughan to full build-out by 2031 or earlier, especially recognizing that some potentially developable land may be permanently protected by provincial regulation. This Regional amendment will be one of the fundamental instruments shaping the future of the City of Vaughan. Coincidentally, the City will also need to review its official plan and its strategic plan, *Vaughan Vision 2007*. These exercises are proposed to commence in 2007.

Moving toward full urbanization presents many challenges. Decisions made in the present will profoundly affect how the municipality will look and function for generations to come. In addition to accommodating new development, the City will also be faced with the prospect of renewing existing infrastructure and ensuring that the delivery of high quality services will be sustainable.

The upcoming planning cycle, during the next term of Council, will be critical if the City is to build a solid foundation for Vaughan's "post-greenfield" era.

The Challenges Ahead

Each era of urbanization encounters its own particular challenges. What will make the next twenty-five years so unique is that Vaughan will be beginning the transition from a growing suburban municipality to a fully urbanized city. This type of transition will require long-term thinking about how best to accommodate and make the most of the changing circumstances.

This is not the sole issue that will affect the City. We are currently in the midst of a changing regulatory climate; there will be fluctuations in the economy; demographics will evolve; the industrial and economic structure of the city will change and adapt over time; and environmental/sustainability considerations will have an increasing influence in the decision-making processes.

The ability to both plan for the future and respond to sudden and unforeseen events from a position of strength, needs to be a civic attribute built into all aspects of the organization. Some of the potential challenges that will face the City are identified below:

- Dealing with an increasingly complex regulatory climate including:
 - Population and Employment Projections to 2031;
 - The Places to Grow Plan;
 - The Greenbelt Plan;
 - The Oak Ridges Moraine Plan;
 - Environmental Assessments (Highway 427, Economic Corridor)
 - Mandated Land Use Intensification;
 - Road network congestion and an increased emphasis on public transit including the Spadina Subway Extension and the implementation of the Viva system;
 - Bill 175 – Sustainable Water and Wastewater Systems;

- Bill 124 and other legislation that may emerge, dealing with user fees and cost recovery.
- Anticipating the economic and fiscal impacts of the end of "Greenfield" development;
- An aging and growing population;
- As a municipality, maintaining the ability to attract and retain highly qualified employees;
- An increasing emphasis on environmental sustainability and conservation in all aspects of development and municipal operation;
- Ensuring that the municipality is fiscally sound;
- Ensuring that the City provides value for property tax dollars;
- Providing for sufficient reserves to ensure that the renewal of capital infrastructure (e.g. roads, in-ground services, recreational facilities) can take place in a regular and well-planned manner;
- Ensuring the provision of services that are appropriate to the municipal sphere and at a level that is sustainable and commensurate with available revenue and the needs of the community;
- Ensuring that long term planning for new capital facilities takes place to identify the facilities that will be needed to address future needs;
- The consequences of the continuing shift away from manufacturing to a service economy;
- Ensuring that the city continues to attract high quality, enduring businesses that will be part of the city's economic/employment structure for the long-term, in order avoid the potential for blight in the critical tax revenue and job generating employment areas;
- Ensuring that the city's residential communities include a mix of densities and housing types that support the city's economic base;
- Ensuring that the natural and built environments are of the highest quality not only for their own intrinsic value as broader community/environmental assets, but also for the competitive advantage they bestow on the municipality; and
- Ensuring that Vaughan's voice is heard at the senior levels of government, be they regional, provincial or federal, and that an effective two-way dialogue between the municipality and its constituents is maintained.

These are issues that are not confined to specific silos. They cross multiple environments and the best responses will need to be system based. Solutions will increasingly involve multiple internal departments, multiple external agencies and organizations and levels of government. The need to deal with the broader picture will be a primary influence on all future planning and decision making processes. These influences speak to the need for a comprehensive approach to growth management.

b) Establishing the Framework for Growth Management to 2031

Vaughan in the Regional Context

The City of Vaughan is one of nine local municipalities in the two-tier Regional Municipality of York. The upper-tier Regional government generally has responsibilities for region-wide services and infrastructure, while the area municipalities focus on locally-oriented functions and facilities.

One of the Regional government's roles is setting the broader framework for growth management through the allocation of provincial population and employment projections to local municipalities and ensuring that the necessary hard and soft services under its jurisdiction are provided to accommodate the growth.

In dealing with these matters, the Region has employed a comprehensive approach to growth management, which includes the official plan and a number of supporting master plans, which when taken together, map out the future of the region.

The Region is currently engaged in a "Growth Management Review and Official Plan Update". The resulting strategy, as approved by Regional Council, will be an enduring influence on the future of the City of Vaughan.

The Region of York's Growth Management Plan Update

On October 21, 2004, Regional Council adopted a recommendation that identified the elements of a Growth Management Work Plan, which would form the basis for a review and updating of the Growth Management Strategy and Official Plan. Much of the impetus for the review originated with the policy initiatives that were emerging from the province. These included the Oak Ridges Moraine Plan, the Greenbelt Plan the Places to Grow Plan and the 2031 Growth Forecasts.

The work plan calls for the preparation of a number of individual technical studies, which would determine the amount of growth the Region will need to accommodate to 2031 and how and where the growth will occur. These studies include:

Supporting Technical Studies – Region of York Growth Management Review

- **Updating York Region's Forecast Model:** Updating population and employment forecasts for the nine local municipalities to 2031;
- **Vacant Employment Land/Residential Land Inventory Updates:** An inventory of vacant urban land to be used as an input in determining the need for additional residential/ employment land outside the existing urban areas;
- **Region of York Residential Intensification Opportunities:** An examination of intensification options to determine the impact of the province's 40% intensification target;
- **Land Budget (Land Demand/Supply Update):** A land budget to determine how much land will be required to provide for future growth; and a
- **Fiscal Impact Analysis:** A fiscal impact analysis to assess the costs of infrastructure and services required by the projected growth.

The findings of these studies will form the basis for the review of the Official Plan and the master plans, which are the key strategic components of the strategy. The refined Regional Growth Management Strategy will be composed of an:

- Updated Transportation Master Plan;
- Updated Water Master Plan;
- Updated Sewer Master Plan;
- Updated Human Services Strategy;
- Updated Fiscal Impact Study; and
- The updated Regional Official Plan.

The Region has adopted a three phase plan for the completion of the Growth Management Strategy and Official Plan Update. It will be implemented over the next three years and the process is shown schematically on Attachment 1.

Phase 1 (2006) – Information Sharing and Identification and Discussion of Issues

- Completion of the supporting technical studies with reports to Regional Council, throughout 2006;
- A Public Information and Engagement Program, starting with the Sustainable Development Symposium (February through July);
- Final Report on the Phase 1 Public Feedback to Regional Council in September of 2006;
- Development of future Growth Scenarios by Regional Staff, based on the public feedback, the technical reports and the Provincial Policy context during the fall of 2006.

Phase 2 (January – September 2007) – Choices for the Future and Identifying Options

- Public consultation on growth scenarios will take place during late March to June of 2007, through Public Forums and Town Hall meetings;
- Regional Staff will evaluate the options on the basis of the “triple bottom-line” principles of sustainability, being economic development, social equity and environmental value;
- Regional Staff will report back to Council in the fall of 2007 with a recommendation on the preferred growth scenario on the basis of the public input and the technical analysis of the alternatives.

Phase 3 (September 2007 – June 2008) – Growth Strategy and Regional Official Plan Amendment

- Preparation of updated master plans and an official plan amendment(s) to implement the revised urban structure, population and employment projections, community planning policies, servicing and transportation strategies, human services and environmental policies;
- The official plan amendments will then proceed under the processes prescribed by the *Planning Act*;

It is noted that the Region's Phase 1 public consultations are well underway. The process began with the “Sustainability Symposium” at the Kortright Centre on March 3, 2006. This was followed by a series of Town Hall Meetings in Richmond Hill, Markham, Vaughan, Newmarket and Georgina in March and April. Public input was sought on a number of topics including: Protecting the natural heritage; maintaining a high quality of life; accommodating significant population and employment growth; addressing traffic congestion; ensuring that human services keep pace with growth; and maintaining a vibrant economy and attracting employment.

The Vaughan meeting was held on April 4, 2006. A record of public comment from each of the meetings was taken and has been posted on the Region's Growth Management website. (www.york.ca click on the “Planning for Tomorrow” icon)

Implications of the Regional Process for the City of Vaughan

The outcome of the Region's process will have a major influence on how Vaughan may proceed with its growth management/official plan amendment exercise. In the first instance the Region will generate many of the broad parameters that will define the future of the city such as the population and employment allocations, land need and intensification policies. This information will be required to inform the Vaughan process. Second, the timing of the availability of this information and the resulting policies, and their approval status, will influence when and how quickly the City can move ahead.

Since the Region's work will play a major role in shaping the future of Vaughan, it will be necessary to monitor this process closely and where necessary, provide timely input on the City's position. Consideration should be given to having the City's process in place to better evaluate the growth alternatives emerging from the Region in early 2007. Based on the Region's current timeline, the City would need to have its team in place during the second quarter of 2007, when the growth options are subject to public review.

Any workplan ultimately adopted by the City will need to take these issues into account.

c) The Vaughan Consolidated Growth Management Strategy - 2031

Status of Current Planning Tools

The City currently has two main policy documents that address growth and development. They are the Strategic Plan, *Vaughan Vision 2007*, which provides direction on the City's priorities and objectives; and the Official Plan, as embodied in OPA No. 600 and a number of site specific amendments, which guide land use and development. Both documents are in need of review.

Vaughan Vision 2007 was adopted by Council in 2003 and will need to be renewed for the period beyond 2007. OPA No. 600 was approved in 2001 and is coming up to its statutory five-year review under the *Planning Act*. Further, Bill 51, *The Planning and Conservation Land Statute Law Amendment Act, 2006* will require municipalities to update their official plans every five years to be consistent with the Provincial Policy Statements and to conform to new provincial plans. This Bill has had first reading. With the emergence of the new provincial plans and policies and the initiation of the Region's process, it is now timely to begin the process of updating the official plan.

With both documents coming up for review concurrently, it will provide the City with the unique opportunity to combine the respective planning cycles to develop a comprehensive approach to the future. Given the context in which the city will be operating, with build out possible by 2031, it would be appropriate that planning for future growth and development proceed on the basis of:

- *Vaughan Vision 2020*; and
- The Consolidated Growth Management Strategy 2031

The New *Vaughan Vision 2020* and its Role in the Growth Management Strategy

Vaughan Vision 2020 would be an integral part of the Growth Management Strategy as the City's overarching strategic plan.

Vaughan Vision 2007 currently provides some level of guidance on a number of issues that are growth related. It includes policies on transportation and transit infrastructure, planning and managing growth and finance and economic development.

It is expected that a number of these themes would be maintained in any new plan. However, *Vaughan Vision 2020* would also provide the opportunity to adopt the growth management process as the City's long-term strategic approach to dealing with growth and development issues.

Given the circumstances, the strategic plan would need to identify the growth management strategy as an important corporate priority over the next four to five years and specify that it receive the resources necessary to ensure a successful outcome. While this project will occupy a substantial amount of time at the Staff and Council level, the strategic plan will ensure that other priorities also receive their due attention.

Framework for the Development of the Strategic Plan, *Vaughan Vision 2020*

The process to revise the strategic plan and develop the *Vaughan Vision 2020* document can be initiated in January 2007 with a workshop with Council and the Senior Management Team to prepare for the process. This would be followed by a presentation to the Strategic Planning Committee on draft strategic initiatives.

In March a follow-up Council/Senior Management workshop would focus on revisions to *Vaughan Vision 2007*, establishing new strategic goals, initiatives and priorities and revising the planning time horizon to 2020. Further, this planning session will provide the strategic direction that will be incorporated into the revised strategic plan as well as set the strategic priorities to be captured in departmental business plans over the next several years. Additionally, consideration will be given to involving the public through public town hall meetings in the spring of 2007 where citizens will be asked to provide feedback and input on the strategic priorities for the City. This would be undertaken during the April to June timeframe.

Redrafting on the basis of this input would occur during the summer and a report would be taken to Strategic Planning Committee and Council in the early autumn with a finalized draft of *Vaughan Vision 2020*.

Preliminary Timeline for the Preparation of *Vaughan Vision 2020*

Based on the scheduling suggested above, it is expected that the preparation of the new Strategic Plan could be prepared within the following timeline. This would be subject to a more detailed work plan that may ultimately be approved by Council in early 2007.

June 2006 to January 2007 - Conduct Background Research and Preparation;

January 2007 – Council/Senior Management Preparation Workshop;

February 2007 – Presentation of draft strategic initiatives to Strategic Planning Committee meeting;

March 2007 – Conduct Council/Senior Management Workshop to discuss new strategic goals, initiatives and priorities to 2020 and review *Vaughan Vision 2007*;

April to June 2007 – Drafting of Strategic Plan and *Vaughan Vision* documents with provision for feedback from Council and the Public;

June to September 2007 – Revision of Draft Strategic Plan and *Vaughan Vision 2020* on the basis of the feedback;

September 2007 – Report to Strategic Planning Committee and Council with a finalized draft of *Vaughan Vision 2020*.

Framework for the Development of the Vaughan Consolidated Growth Management Strategy - 2031

Growth management in the Greater Toronto Area is an increasingly complex undertaking. The GTA and the Greater Golden Horseshoe is one of the largest and fastest growing urban agglomerations in North America and it is experiencing all the problems and complexities that have historically impacted such areas.

Many of the issues, like urban structure, land use and densities and infrastructure investment are increasingly dictated by policies and standards originating with senior levels of government. These policies provide direction to the local municipalities, which

must incorporate them into their plans, implement them and pay for the supporting services and facilities that are under their jurisdiction.

The Province and the Region of York provide the "big-picture" policy guidance and infrastructure. However, it will be up to the local municipality, in consultation with its residential and business sectors, to develop desirable and competitive communities where people will want to live, work, invest and play. To this end it will be important that the City of Vaughan have the necessary processes in place to ensure that it will continue to be the business and residential destination of choice in the GTA for the next generation and beyond.

The Consolidated Growth Management Strategy is a new concept for the City of Vaughan. Guided by the Strategic Plan, it will give the City a comprehensive planning framework that can deal more effectively with the complexities of the future. Previously, the primary growth management document was the official plan. However, to a municipality growth and development is not just bricks, mortar and asphalt. It involves financing, staffing and the timely provision of new services and facilities to support the land use policies.

The centrepiece of the City's process will remain the official plan. In order to broaden the perspective, it is proposed that it be informed by and contribute to the development of a number of master plans. Together, with the official plan they will form the basis for long-term planning regarding development and financing, investments in infrastructure, phasing and level of service. The master plans and are tied to various departments or functions and may include:

- A Fiscal Master Plan;
- A Services and Facilities Master Plan;
- A Infrastructure Master Plan;
- A Human Resources Strategy.

The component master plans will be confirmed in January of 2007. All will be integral parts of the Growth Management Strategy. Each would be supported by a departmental business plan, which would be the operational basis for implementing the strategy.

One of the dangers of engaging in this type of process is the prospect that the various needs and interests would remain in their individual silos. The strategic plan and growth management strategy should not be prepared in isolation but should be developed as part of a process where each serves to inform and support the other. The objective is to provide a more complete road map to the city's future, one that melds vision, implementation processes and feedback. This will also put them on the same five year planning cycle, which will allow for their continuing review and renewal. While 2031 is the horizon date, the plans will necessarily deal with the shorter (five year) term as well.

Attachment No. 2 illustrates the conceptual structure of the growth management planning process. The master planning exercises form the link between Strategic Plan and the Consolidated Growth Management Strategy. They inform the preparation of both plans and through the departmental business plans, will help implement them. The outcome from the operations of the business plans provides the feedback loop, which will guide future amendments to the documents and shorter-term responses to changing conditions.

The ultimate intent is to treat the urban system and its governance as an ecosystem, where all elements are linked and work together at all stages through planning, implementation, monitoring and feedback.

Therefore, it is recommended that the Senior Management Team prepare a report for Council's consideration in January of 2007. The report should advise of the status the

Region's work and set out the work plan for the development of a Consolidated Growth Management Strategy. The work plan should contain the following:

- The detailed timeline setting out the actions that will result in the preparation of the strategy;
- The project management and reporting structure
- A determination of the detailed components of the strategy, i.e. the scope of the official plan review, the contributing master plans and resulting terms of reference;
- An outline of the public consultation process;
- The definition of the external resources required to undertake the preparation of the strategy;
- The cost implications for the preparation of the necessary studies for inclusion in the 2007 budget as part of the regular budget process and timing.

Preliminary Timeline for the Preparation of the Vaughan Consolidated Growth Management Strategy – 2031

It is expected that this process will extend over approximately three years as it will involve the preparation of a number of Master Plans and a full Official Plan review. Additionally, it will be tied to the Region's Growth Management/Official Plan Update. It will be necessary to incorporate information from the Region's work into this process and Vaughan's Official Plan will have to conform to the Regional plan. It is expected that events would occur within the following time horizon.

June 2006 to January 2007 – Monitor Region's Growth Management/Official Plan Update; Conduct research for the preparation of a detailed workplan and organizational structure for process administration; develop terms of reference for consultant participation in the Official Plan review and the Master Plan studies;

January 2007 – Report to Council for direction to proceed on the basis of the detailed workplan; and report on the status of the Region of York's Growth Scenario Options;

January – April 2007 – Retain consulting resources for the Official Plan Review and the preparation of the Master Plans.

April 2007 – June 2007 – Commence studies and continue to monitor York Region's work;

June 2007 – Report to Council updating the status of the studies and, if necessary, the adoption of City comments on York Region's Growth Management scenarios;

July – December 2007 – Completion of Official Plan and Master Plan studies, informed by the Region of York's preferred Growth Scenario.

January 2008 – Report to Council to obtain direction to proceed with the drafting of Official Plan Policies and the initiation of the *Planning Act* approval processes.

Post-January 2008 – Preparation of Official Plan, public consultation process, and adoption of Official Plan, with approval possible by early to mid-2009.

Sustainability as a Founding Principle

Community development is being increasingly tied to the concept of "sustainability". One of the most prevalent definitions of the concept originated with the United Nations in

1987, which described sustainability as, "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Many human activities are now being tested against the concept of "triple bottom line" sustainability. This entails the need to simultaneously protect the environment, accommodate economic growth and ensure social equity. Actions where positive outcomes are achieved in all three spheres are considered to meet the objective of sustainability. These principles have been enunciated in the Regional Official Plan as a "sustainable natural environment", "economic vitality" and "healthy communities".

The City's planning documents and actions will need to embrace the concept of sustainability as an underlying principle governing all municipal operations, including growth management. Of equal importance will be the need to ensure that this principle applies to the City's finances. There will be the need to balance services and taxation in a way that maximizes quality of life. To be truly effective, this should be in the context of an overall municipal framework for sustainability, which would guide both policy development and operations.

To move ahead, the City will need to develop an environmental strategic plan that would include a definition of sustainability with supporting policies, objectives and standards. This will allow the growth management process to proceed with proper guidance and allow for both on-going and future innovations in pursuit of sustainable growth, operations and financing. Ideally this should be in place in early 2007 to guide the preparation of the growth management strategy.

This is already within the mandate of the Environmental Task Force. It would be appropriate for the Senior Management Team, where appropriate, to work with the Task Force to accelerate the development of an environmental strategic plan and report back to Council in the first quarter of 2007. This should not be interpreted as direction to stop other initiatives that are currently being considered by the Task Force. In the short term, the necessary work can be undertaken to refine terms of reference and initiate the retention of consulting resources to allow for work on the plan to commence in the late summer of 2006. This will assist other departments as they prepare their respective workplans and terms of reference.

Benefits of Adopting the this Approach to Growth Management

There are number of benefits which would result from the application of this approach. These include:

- It will provide for a comprehensive, long-term strategic and practical vision of the city for Council, Staff and the Public and will introduce the broader concept of growth management, which will allow for a more holistic and coordinated approach to how the city deals with an increasingly complex future;
- It will allow Council to speak with a clear and unequivocal voice in matters of vision and policy and will strengthen the City's position when dealing with other levels of government on matters of policy development and implementation, infrastructure investment and priorities;
- It will link the planning cycles for the cities' main planning documents, the Strategic Plan and the Growth Management Plan, which will allow the plans to be mutually supportive in terms of goals, objectives and priorities;

- The plans will have the benefit of concurrent preparation, using consistent and contemporary data, whereby each will be able to inform, support and strengthen their respective policies; and
- The Strategic Plan, through the various departmental master plans and business plans, will mandate feedback to assist in the monitoring and assessment of the Growth Management Plan to guide short term responses to immediate issues and provide the basis for future amendments during the periodic reviews;

Relationship to Vaughan Vision 2007

The development of a Consolidated Growth Management Strategy is proposed as a component of an updated strategic plan, which will supplant *Vaughan Vision 2007*. It will serve to promote community building through sound growth management, optimizing opportunities for the timely and economical delivery of infrastructure and will support excellence in financial management and service delivery.

Conclusion

The Region of York is in the process of reviewing its Growth Management Strategy in light of a number of initiatives from the provincial government including new population and employment projections to 2031. It expects to approve a preferred growth scenario and proceed with an amendment(s) to its Official Plan/Growth Management Strategy in the fall of 2007.

The City of Vaughan's Strategic Plan, *Vaughan Vision 2007*, is in need of renewal to provide guidance beyond the 2007 horizon. Similarly, Vaughan's Official Plan Amendment No. 600 is due for a five-year review commencing in 2007. With the anticipated availability of the Regional growth scenarios in early 2007, it makes it an especially opportune time for the City to undertake its plan review. Further, the 2031 timeframe could take the city to full build-out. This will create a number of long term challenges that should be considered and addressed well in advance of the end of Vaughan's "greenfield" era.

In order to prepare, it is recommended that the City develop a Consolidated Growth Management Strategy to the year 2031. The Growth Management Strategy would be mandated in a new Strategic Plan, *Vaughan Vision 2020*. The resulting strategy will be composed of a new and updated official plan and a number of supportive master plans, dealing with matters like infrastructure, services, finance and human resources. Together they would form the City's Consolidated Growth Management Strategy.

It is recommended that staff continue with the preparation of the revised strategic plan with the inclusion of policies requiring the development and periodic renewal of a Consolidated Growth Management Strategy. In addition, the Senior Management Team should be directed to report back to Council in early 2007 with a framework and timeline that would allow for the initiation of the Growth Management Strategy study process in the first quarter of 2007. In the interim, Staff would develop the work plan and terms of reference for the review for incorporation into the report to Council. Staff would also monitor the Region's Growth Management program for potential impacts on the city.

A consolidated Growth Management Strategy will provide a long-term strategic and practical vision of the City for Council, Staff and the Public. It will allow Council to speak with a clear voice in matters of vision and policy and will strengthen the City's position in dealing with other levels of government on matters of policy development and implementation, investments and priorities.

Therefore, it is recommended that Council proceed on the basis of the recommendations set out above.

Attachments

1. Region of York's Proposed Work Plan and Timeline, Growth Management and Official Plan Update
2. City of Vaughan Proposed Growth Management Planning Process

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Respectfully submitted,

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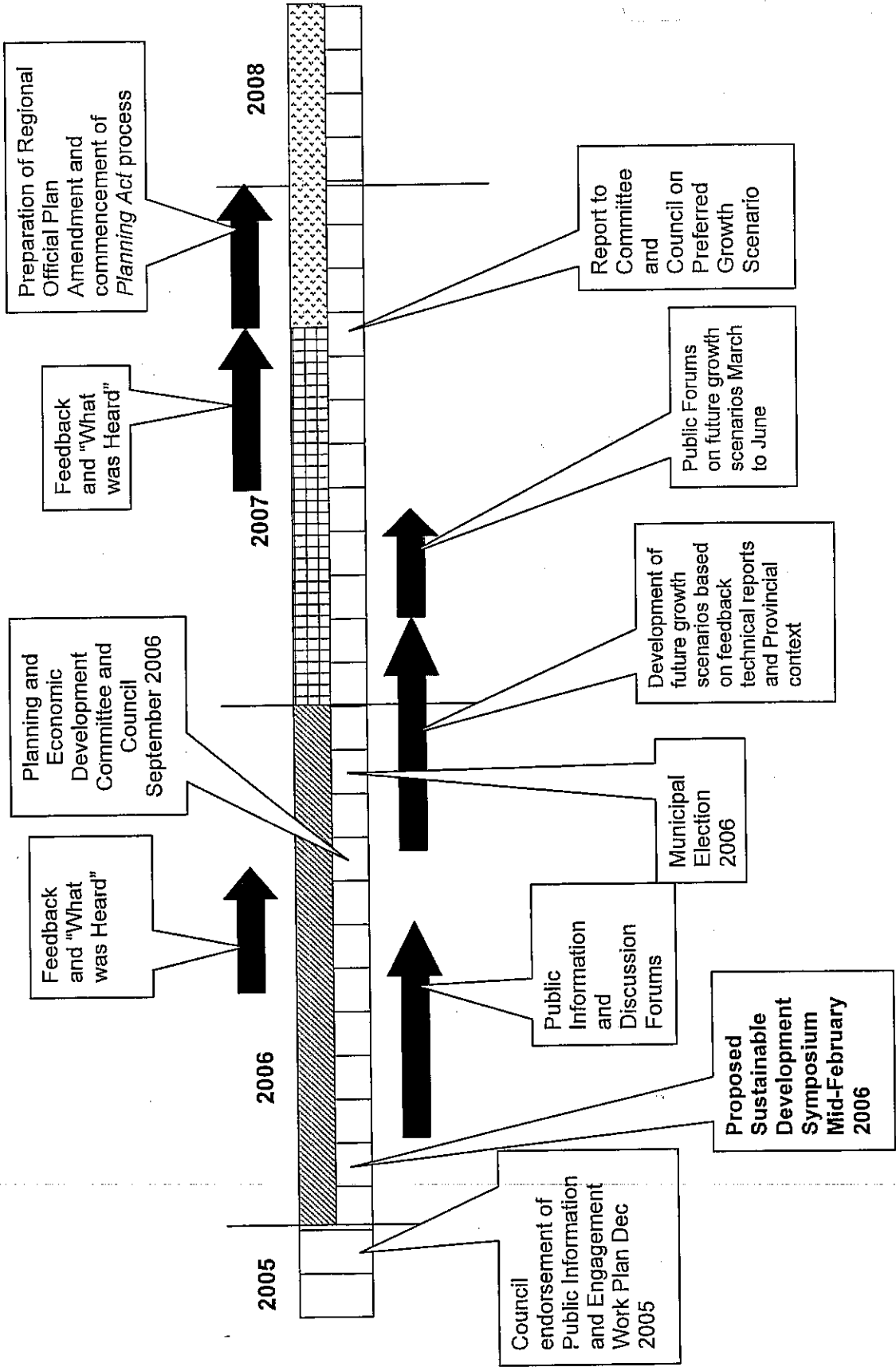
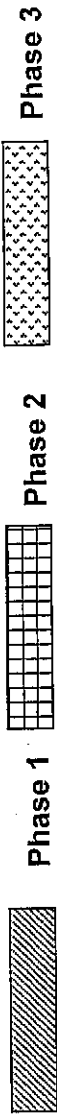
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Growth Management – Public Information and Engagement Program Timeline



**Planning For 2031
A Rigorous Process To Ensure A Strong Community
Vaughan Vision 2020
The Vaughan Consolidated Growth Management Strategy 2031**

Vision:
The City of Vaughan through a dedication to service excellence, will be a model community in which to live, invest, work and play.



Objective:
Continue to strengthen Vaughan as the business and residential destination of choice in the GTA for the next generation and beyond.



The Challenges:
Competing visions of external stakeholders and changing conditions:

- Institutional / Regulatory
- Financial, Economic and Demographic/Social
- Environmental

Integration of Vaughan Vision 2020 and the Vaughan Consolidated Growth Management Strategy 2031

