

COMMITTEE OF THE WHOLE (WORKING SESSION) APRIL 24, 2007

PREPARATION OF NEW VAUGHAN OFFICIAL PLAN
FILE #25.1:

Recommendation

The Commissioner of Planning recommends:

That the attached Terms of Reference for a comprehensive review and preparation of a new City-wide Official Plan BE APPROVED;

That Staff initiate the process to retain the required consulting services to develop the Official Plan; and

That the 2007 Capital Budget include an allocation of \$750,000 to fund the work associated with the Official Plan process for the year 2007.

Economic Impact

The Council-approved Consolidated Growth Management Strategy entails expenditures to cover the costs of a variety of growth management studies, including the Official Plan and Transportation Master Plan (both of which are addressed in the attached Terms of Reference). These priority projects are being addressed through the 2007 budget approval process, and will also have to be accounted for in subsequent budgets, and approved by Council.

The net cost to the City will ultimately be modest as much of this expenditure will be funded through future development charge revenues associated with anticipated future greenfield development, and intensification of some areas within the existing urban envelope. Ten percent will be funded through taxation.

Communications Plan

The Communications Plan currently in preparation for the Consolidated Growth Management Strategy will define the communications approach for each of the components of the Strategy. A public consultation process is required for the Official Plan process, will be included in the proposals from candidate consulting teams, and refined in the final OP workplan.

Purpose

The purpose of this report is to explain the need for a new Official Plan, and the role of the Official Plan within Council's approved Consolidated Growth Management Strategy, and to present the proposed Official Plan process (as described in greater detail in the attached Terms of Reference).

Background - Analysis and Options

On June 26, 2006, Council approved a resolution directing Staff to begin the background work necessary to support initiation of the Vaughan Consolidated Growth Management Strategy – 2031.

On February 12, 2007, a report was approved by Council, including a detailed work plan and time-line for proceeding with the Consolidated Growth Management Strategy and its components, the Environmental Master Plan, other component Master Plans, and a new

Vaughan Official Plan. The report included a preliminary allocation of costs by project component for the Strategy, including the Official Plan, and the Transportation Master Plan.

Why Does Vaughan Need A New Official Plan?

The Official Plan is the City's most important strategic document guiding its land use and development decisions. The Official Plan expresses the community's vision, principles and goals, sets out the policies managing growth, and directs the form, character, scale and location of urban development, generally for a time frame of twenty years. The Planning Act provides the legal basis for the Official Plan, and requires each municipality to review its Official Plan every five years.

Vaughan's last comprehensive Official Plan – OPA #4 – was approved in 1961, and has subsequently been subject to more than 600 amendments. Some rural and agricultural parcels still remain subject to OPA #4. The City's major Official Plan approvals reflect the history of its urban development. Beginning with the approval of the York-Durham Servicing System (YDSS) in 1976, Vaughan's four historic communities gradually expanded through the 1980's, together with the development of employment lands principally in the Concord area. New community plans provided the framework for the further expansion of Maple (OPA #150 – 1983), Kleinburg (OPA #160 – 1985), Thornhill (OPA 210 – 1986) and Woodbridge (OPA 240 – 1987), and many employment area plans were approved, including OPA #450, the City's Consolidated Employment Lands Strategy, in 1997.

In the early 1990's, as the historic communities began to reach their geographic limits, plans for the new communities of Vellore and Carville were completed with the approval of OPA #400 in 1995. In 2001, the 5-year review of OPA #400 culminated in the approval of OPA #600, further expanding the City's urban area.

Each of these plans reflect the thinking and planning approach prevalent at the time of their approval. However, as time has passed and the City has grown and matured to its present state, expectations about how urban areas should develop and function have also evolved, leaving many of the City's planning documents outdated. Many of these expectations are now expressed in current Provincial and Regional policy imperatives, including environmental sustainability, energy-efficiency, transit-supportiveness, and pedestrian-friendly development requirements. Growing public awareness and concern respecting climate change in particular have added an urgency to the need to update the City's community planning policies in a manner consistent with the principles of sustainable development.

The term 'sustainable development' originated with the 1987 World Commission On Environment and Development which produced the Brundtland Report, "Our Common Future". The Report stated that critical global environmental problems were primarily the result of the enormous poverty of the South and the non-sustainable patterns of consumption and production in the North. It called for a strategy that united development and the environment – described by the now-common term 'sustainable development'. Sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable development recognizes that healthy communities are those which strike an appropriate balance between environmental, economic and social objectives.

Much of the City's urban area is already developed. Population and employment forecasts imply that the remaining tracts of developable land outside of the urban area will likely be needed to accommodate growth by 2031. Furthermore, the City's existing communities are now at or approaching their planned boundaries, and pressure for their

intensification is emerging in some locations. To ensure that redevelopment of existing areas, and new development of greenfield areas proceed in a manner consistent with good planning, the City needs a contemporary, state-of-the-art Official Plan expressing Council's vision of the City's future, and supported by Vaughan's citizens.

Provincial Policy Context

Recent Provincial policy initiatives and legislation (*The Greenbelt Act*, *The Oak Ridges Moraine Conservation Act* and *The Places to Grow Act*) have established a number of new policy imperatives. The recently enacted Bill 51 (*An Act to amend the Planning Act and the Conservation Land Act*) requires that a municipal council's decisions on planning matters be in conformity with the provincial plans enabled by the above noted legislation. Therefore, these policies will be part of the new policy framework which will regulate how the City of Vaughan grows and evolves for the foreseeable future.

The new Vaughan Official Plan will incorporate the principles of sustainable development. Public concern over the environment and good management practice dictate that municipalities move toward a more sustainable future. Therefore, the City is proceeding with preparation of the new Official Plan concurrent with development of the City's Environmental Master Plan, both of which are key components of the City's Consolidated Growth Management Strategy. The Environmental Master Plan and the new Official Plan will be mutually complementary documents, which are intended to ensure sustainable community development throughout Vaughan.

Regional Policy Context - The Region of York Growth Management Review

In early 2005 the Province issued updated population and employment forecasts to 2031 for single tier cities and Regional Municipalities as part of the preparation of the draft *Places to Grow*, Growth Plan for the Greater Golden Horseshoe (*The Growth Outlook for the Greater Golden Horseshoe*: Hemson Consulting Ltd., January, 2005). It projected that the Region of York's population would grow from the 1,280,000 in 2026 to 1,500,000 in 2031; and employment would increase from the 2026 projection of 696,000 to 780,000 by 2031. It is expected that the Vaughan will be assigned additional growth, significantly beyond the levels projected for 2026.

The Region of York is now engaged in a review of its Growth Management Plan, followed by the updating of its Official Plan based on the principles of sustainable development. In preparing a new Official Plan, it will be necessary for Vaughan to take into account the Region of York's growth management initiatives and its approach to sustainability. This will help to ensure that the City's and the Region's environmental/sustainability programs are complementary and supportive. The City is obliged to amend its Official Plan in conformity with Provincial policy and the York Region Official Plan. A new Official Plan will establish the policy framework to direct development within developable rural lands, and redevelopment at appropriate locations within existing built areas of the City.

The City of Vaughan Consolidated Growth Management Strategy – 2031

The Vaughan Consolidated Growth Management Strategy – 2031 is composed of four main elements, including:

- Vaughan Vision 2020
- The Environmental Master Plan
- The Official Plan
- The Master Plans

On February 12, 2007 Council adopted a Work Plan and timeline for the preparation of the Vaughan Consolidated Growth Management Strategy.

THE NEW OFFICIAL PLAN

Policy Planning staff have prepared a draft Terms of Reference as the basis for a comprehensive review and preparation of a new Official Plan (Attachment 1). The new Plan will incorporate the principles of sustainable development, and will be prepared in co-ordination with the City's Environmental Master Plan. The Environmental Master Plan and the new Official Plan will be mutually complementary documents, which are intended to ensure sustainable community development throughout Vaughan. The new Official Plan will involve developing a comprehensive policy framework governing future development in the City's remaining greenfield areas, as well as all parts of the existing area of built, or planned and approved development.

The new Vaughan Official Plan will apply to the entire City of Vaughan, and will be premised upon a time horizon of 2031. The Official Plan process (as outlined on Figure 1) will involve four major stages of work over a four-year time frame expected to commence in the summer of 2007, and conclude with final approval of the new Official Plan in summer 2011. The proposed process is outlined on Figure 1 (Attachment 2). Products of the project are listed in the list of 'Deliverables' noted below.

Consulting Requirements of the Official Plan Process

There are several components of the Official Plan process which require consulting services. The draft Terms of Reference deals with the consulting services to be provided by the 'core team' of consultants. Separate individual contracts will deal with other project components being undertaken by other consultants outside the Core Team.

The Core Team will include professionals qualified in the areas of land use planning, urban design/architecture, demographics and housing, transportation planning, and natural environment/ecology. (Note: The transportation consultants will participate as members of the Core Team; however, the Transportation Master Plan will be directed and prepared under the direction and budget of the Engineering Department.) The Core Team will also include a facilitator with knowledge and experience in the areas of urban planning, sustainable community development, and public consultation processes. The facilitator will work with both the Core Team, and the consultants working separately on the City's Environmental Master Plan.

Outside the Core Team, other individual consultants may be retained to undertake other studies of relevance to the Official Plan. The studies currently being contemplated include a Commercial Structure Study, a Community Services/Accessibility Needs Study, and an update of the City's policies protecting its built and natural heritage and archaeological resources. Other municipal departments will be undertaking separate studies with consulting assistance in developing an Employment Sectors Strategy, and in the preparation of Master Plans for Parks and Recreation, Water, Wastewater and Stormwater. Other related work may include an update of the City's Development Charges Background Study. The work undertaken outside the Core Team under individual contracts administered by the Policy Planning Department, or by other City departments, will be coordinated with the work of the Core Team, and will contribute to the Official Plan.

The complete list of consulting skills needed to undertake the Official Plan process is summarized on Figure 2 (Attachment 3). The OP-related tasks to be completed outside the Core Team under separate contracts are summarized on Figure 3 (Attachment 4).

Public Consultation Process

The consultation process will involve all of those individuals and interests having a stake in Vaughan's evolution - local residents, ratepayer groups, the business community, the development community, public agencies and other special interest groups. The process will include many meetings, open houses, workshops and presentations, and will need the ongoing commitment of participants in order to succeed. All reports, publications and presentations will be made widely available and posted on a web site to keep interested parties informed and apprised of the latest steps and products of the project.

The consultation process will jointly address the need for public participation for both the Official Plan and the Environmental Master Plan. Since the EMP is principally focused on articulating and developing the City's approach to sustainability, while the OP is focused on sustainable community development, it is appropriate and efficient to manage the process jointly for both initiatives. The consultation process will also be coordinated with the work undertaken on other Master Plans, and the overall Growth Management communications strategy.

Details of the OP consultation process will be provided in the submissions of candidate consulting teams. Upon selection of the preferred Core Team, the process will be subject to refinement in consultation with the Core Team's Project Leader, the City's Project Co-ordinator, and the selected lead consultant for the Environmental Master Plan.

Timing

The targeted completion date of the project, marked by Council adoption of the final versions of the Official Plan, is June 2010, or thirty-six months from the date of Council's ratification of the selection of the recommended consultant team. Regional approval of the Official Plan would be anticipated in June 2011.

Products of the Official Plan Process

The following reports will be submitted by the City's Core Team consultants:

- Discussion papers:
 - a. Land Use, Urban Design & Sustainable Community Development Options
 - b. Transportation
 - c. State of the Environment
 - d. Housing and Demographics
- Community and Employment Areas Review
- Area Studies:
 - e. Kleinburg - Nashville Community Plan Review
 - f. Woodbridge Core Area Update
 - g. Vaughan Corporate Centre Update
 - h. Vaughan Centre Update
- Focused Policy Studies/Reports:
 - i. The Urban Structure Plan
 - j. The Transportation Master Plan
 - k. The Environmental Vision and Natural Heritage System Report
 - l. The Residential Intensification Strategy
- Reports and Secondary Plans For Greenfield Areas

- Summary packages of the draft policy components of the Official Plan
- The new Vaughan Official Plan

Project Administration

The project will be administered by a project team composed of a Project Coordinator (from the Policy Planning Department) and a Technical Advisory Committee, which will include city staff representatives from various City of Vaughan departments. The Project Team is expected to include representation from the following:

- City of Vaughan: Departments of Policy Planning, Development Planning, Engineering & Public Works, Community Services, Economic Development, City Manager's Office
- Region of York: Departments of Planning & Development, Transportation & Works, Community Services & Housing
- Toronto Region Conservation Authority (TRCA)

Budget

The total budget for the Official Plan and associated studies is an estimated \$3,500,000.

This amount includes:

- The Core Team contract (including the Transportation Master Plan) of \$2,725,000
- The non-Core Team contracts for other studies (e.g. Commercial Structure Study, Community Services Needs and Accessibility Study, the Protection of Built and Natural Heritage and Archaeological Resources Update) of \$350,000
- The printing, editing and graphics budget of \$400,000
- The contingency budget of \$150,000

The Core Team budget includes all of the work described in the attached Terms of Reference, including the public consultation process, all meetings with other consultants retained by the City on studies being coordinated with the OP, and all meetings with staff, the Technical Advisory Committee, and Council. The Core Team budget includes preparation of the Transportation Master Plan. The Transportation Master Plan is a separate component of the Consolidated Growth Management Project, and will be directed by the Engineering Department, and funded under their separate budget. The transportation consultants will participate throughout the process as an integral part of the Core Team.

The cost of work by consultants retained by the City on other studies being coordinated with the OP is an estimate requiring further refinement when Terms of Reference have been developed for these studies.

The printing and communications budget includes the estimated reproduction costs of printing newsletters, brochures, reports, draft and final versions of the Official Plan, and a portion of the cost of developing and maintaining the web site for the Consolidated Growth Management Strategy, of which the Official Plan is a key component.

The contingency budget includes the costs of any other additional studies which may be identified as necessary during the course of the Official Plan project. The contingency budget will also cover other incidental and unanticipated costs incurred.

The proposed budget for work to be undertaken on the Official Plan in 2007 is estimated at \$750,000. Staff recommend approval of this amount as the basis for requesting proposals from consulting teams bidding on the contract.

Relationship To Vaughan Vision 2007

The proposed new Official Plan is consistent with the Vaughan Vision Statement, and in particular to Section 4 of the Vision, 'Planning and Managing Growth'.

Regional Implications

The new Vaughan Official Plan will conform with Regional and Provincial policy requirements, and establish the ground rules for the City's future development and redevelopment. The Plan will accommodate the Region's forecast growth estimates for Vaughan, and will have implications for Regional servicing, transportation and community services infrastructure.

Conclusion

The Official Plan is a key component of the Council-approved Consolidated Growth Management Strategy. The Terms of Reference provide the basis for a comprehensive review of the existing Official Plan, and preparation of a new Plan which will be forward-looking, state-of-the-art, and reflective of the principles of sustainability.

The Terms of Reference have been prepared in consultation with other key City departments, York Region and TRCA.

Should Council concur with the Terms of Reference, the recommendation should be approved to enable staff to proceed with the consultant selection prior to Summer 2007.

Attachments

1. The Draft Terms of Reference For the Official Plan
2. The Official Plan Process
3. Summary of OP Consulting Requirements
4. Other Work Relevant to the Official Plan Which May Be Undertaken Under Separate Contracts

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Respectfully Submitted,

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**CITY OF VAUGHAN
NEW OFFICIAL PLAN
TERMS OF REFERENCE**

1. INTRODUCTION

The City of Vaughan is soliciting proposals from qualified consultants to assist in the preparation of a new Official Plan. The new Official Plan will replace the City's existing Official Plan, which dates from 1961, and includes more than 600 amendments. The new Official Plan will establish a contemporary policy framework to guide the City's future growth and development to the year 2031.

2. BACKGROUND

a) Context

For more than twenty years, Vaughan has been one of Canada's fastest growing cities, and this evolution is expected to continue at a significant pace into the future. Vaughan's population is forecast to grow from 243,000 at present to about 433,000 by 2031. Vaughan is home to approximately 8,000 businesses, providing employment for 155,000 and projected to increase to about 279,000 by 2031.

Some of Ontario's most significant environmental features are located in Vaughan, including parts of the Oak Ridges Moraine, the Don River and Humber River watersheds, and a significant portion of the Provincial Greenbelt. The City's existing Official Plan recognizes the social and economic benefits conferred by these environmental features. Key elements of the Official Plan, including requirements for planning on a concession block basis, master environmental/servicing plans, and woodlot protection measures, have ensured that new development proceeds on a comprehensive basis with protective measures in place to sustain and enhance natural features and ecological systems.

Planning for a number of major transportation investments is currently underway, including the Highway 427 extension to the CP Rail Intermodal Yard; the Spadina Subway extension to the Vaughan Corporate Centre (Highway 7 – Jane Street) and the York Region Rapid Transit Plan for improved rapid transit services in the Highway 7 and Yonge Street Corridors. These investments will support an increasingly urban future for the City of Vaughan.

Recent Provincial policy initiatives and legislation (*The Greenbelt Act*, *The Oak Ridges Moraine Conservation Act* and *The Places to Grow Act*) have established a number of new policy imperatives. The recently enacted Bill 51 (*An Act to amend the Planning Act and the Conservation Land Act*) requires that a municipal council's decisions on planning matters be in conformity with the provincial plans enabled by the above noted legislation. Therefore, these policies will be part of the new policy framework which will regulate how the City of Vaughan grows and evolves for the foreseeable future.

The new Vaughan Official Plan will incorporate the principles of sustainable development. Public concern over the environment and good management practice dictate that municipalities move toward a more sustainable future. Therefore, concurrent with the process to prepare the new Official Plan, the City is also engaged in the process of developing an Environmental Master Plan. The Environmental Master Plan and the new Official Plan will be mutually complementary documents, which are intended to ensure sustainable community development throughout Vaughan.

b) Related Matters

The Region of York Growth Management Review

In early 2005 the Province issued updated population and employment forecasts to 2031 for single tier cities and Regional Municipalities as part of the preparation of the draft *Places to Grow*, Growth Plan for the Greater Golden Horseshoe (*The Growth Outlook for the Greater Golden Horseshoe*: Hemson Consulting Ltd., January, 2005). It projected that the Region of York's population would grow from the 1,280,000 in 2006 to 1,500,000 in 2031; and employment would increase from the 2006 projection of 696,000 to 780,000 by 2031. Based on past experience, the City of Vaughan will be assigned a significant proportion of additional growth, significantly beyond the levels projected for 2006.

As a result of the updated forecasts and the new policy initiatives coming from the Province, the Region of York initiated a review of its Growth Management Plan. This process entails the updating of its Official Plan. The Region is currently developing and evaluating several alternative growth scenarios for urban development. The Region is also working on a number of master plans including: The Transportation Master Plan; the Water Master Plan; the Sewer Master Plan; the Human Services Strategy and the Fiscal Impact Study. The outcome of these Regional initiatives will have implications for Vaughan's new Official Plan.

As part of its process the Region is moving to incorporate a "sustainable development theme" into the growth management work plan, which will be part of an extensive public consultation on growth issues. The Region's concept of sustainable development, as embodied in its Official Plan, is founded on the principles of a "Sustainable Natural Environment", "Economic Vitality" and "Healthy Communities". This forms the basis for "triple bottom-line sustainability", which would serve as a means of evaluating potential growth options and other municipal actions.

In 2004 the Region of York created the "Towards Sustainability in York Advisory Group" to provide advice on an overall sustainable development strategy to address growth management, infrastructure planning and environmental planning. The committee submitted its final report in April 2006, which was entitled, *Advice for a More Sustainable Regional Official Plan and a Sustainable Infrastructure Strategy for York Region*. On June 22, 2006 York Region Council received the report, endorsed seven key recommendations and directed staff to report back in the fall of 2006 on the advice received in the report and on a proposed work plan.

In preparing Vaughan's new Official Plan and Environmental Master Plan, it will be necessary to take into account the Region of York's growth management initiatives and its approach to sustainability. This will ensure that the City's and the Region's planning, and environmental/sustainability programs are complementary and mutually supportive.

The City of Vaughan Consolidated Growth Management Strategy – 2031

The new Provincial population and employment projections for 2031, the Provincial initiatives and the Region of York's Growth Management update have prompted the City to initiate its own growth management review, "The Vaughan Consolidated Growth Management Strategy – 2031". As noted, the Region will be allocating the Province's 2031 population and employment projections to the local municipalities. From Vaughan's perspective, this will be a highly significant milestone in the life of the municipality as the accommodation of such additional growth may fully utilize the City's remaining developable lands by 2031.

The Vaughan Consolidated Growth Management Strategy – 2031 is comprised of four main elements:

- Vaughan Vision 2020:
 - The updated Strategic Plan for the City of Vaughan;
 - Under preparation, completion targeted for November 2007.
- The Environmental Master Plan:
 - Will function as the City's "Sustainability Plan";
 - To support the move to sustainability across all aspects of municipal operations;
 - To be completed concurrently with the updated Strategic Plan;
- The New Vaughan Official Plan:
 - Update of the City's land use and development plan under the Ontario *Planning Act* to the year 2031, constituting the 5-year review of the City's Official Plan;
 - Purpose is to manage and direct physical change and the effects on social equity, the economy, and the environment;
 - Plan must be in conformity with the Regional Official Plan and Provincial plans and policies;
 - Official Plan review to commence in early 2007, completion on approval of the new Vaughan Official Plan.
- The Master Plans:
 - To provide major municipal functions (e.g. transportation, servicing, parks and recreation and economic development) with a plan for the delivery of the required services;
 - Will support planned growth and change as envisioned in the new Vaughan Official Plan;
 - Will assist in the implementation of the Plan as well as inform its preparation;
 - Master Plans will be prepared in a timeframe appropriate to the needs of the respective function, and as they relate to other elements of the Growth Management Strategy.

On February 12, 2007, Vaughan Council adopted a work plan and timeline for the preparation of the Vaughan Consolidated Growth Management Strategy. The processes for the Environmental Master Plan and the new Vaughan Official Plan should be initiated concurrently, and closely coordinated for their duration.

Preparation of an Integrated Community Sustainability Plan

On November 28, 2005 the City of Vaughan executed a Municipal Funding Agreement with the Association of Ontario Municipalities to permit the transfer of Federal Gas Tax Revenues to the City under the New Deal for Cities and Communities. It is a requirement of the agreement that the City prepare an "Integrated Community Sustainability Plan".

An Integrated Community Sustainability Plan is defined as a "long term plan, developed in consultation with community members that provides direction for the community to realize sustainability objectives, including environmental, culture, social and economic objectives, as defined in Schedule G" of that Plan. The purpose of the Plan is to enhance or build upon existing planning instruments and processes to demonstrate that the municipality has:

- A coordinated approach to community sustainability (e.g. linkages of various plans, planning and finance tools that contribute to sustainability objectives);
- Reflected and integrated social, cultural, environmental and economic sustainability objectives in community planning;
- Collaborated with other municipalities where appropriate to achieve sustainability objectives; and
- Engaged residents in determining a long-term vision for the municipality.

The Integrated Community Sustainability Plan will be implemented through the preparation of the Environmental Master Plan and the new Vaughan Official Plan.

3. THE NEW VAUGHAN OFFICIAL PLAN

3.1 PURPOSE

To develop a new Official Plan, as a component part of the Vaughan Consolidated Growth Management Strategy – 2031. The new Vaughan Official Plan will provide the City with a comprehensive, forward-looking policy framework to guide the City's decision-making, and achieve sustainable community development for the foreseeable future. The new Vaughan Official Plan process will be coordinated with the preparation of the Environmental Master Plan to ensure consistency between them.

3.2 GOALS

The new Vaughan Official Plan shall be prepared with regard to the following goals:

- a) To identify and address in the Official Plan the challenges faced by a rapidly growing and evolving suburban municipality and the opportunities and benefits that can accrue as a result of adoption of a more sustainable approach to the management of our natural, built, social and economic environments and our municipal administration;
- b) To develop a comprehensive, state-of-the-art policy framework to guide the City in its future decisions respecting planning and development, and ensure that all parts of the City, including new and existing communities and employment areas, will evolve and develop in keeping with principles of sustainable development;
- c) To ensure that the new Vaughan Official Plan is consistent with the definition of "Sustainability", and the principles of sustainable development identified in the Environmental Master Plan, in order to provide a plan which integrates economic, social and environmental considerations into community planning and design;
- d) To develop the new Vaughan Official Plan with the benefit of a comprehensive public engagement and consultation process that will develop and promote consensus with affected stakeholders, including Council, the public, staff, governmental agencies, the private sector and non-governmental organizations;
- e) To ensure that the new Vaughan Official Plan is practical, fiscally responsible, and consistent with the policy requirements of the Province and Region of York.

3.3 SCOPE

The new Vaughan Official Plan will apply to the entire City of Vaughan, and will be premised upon a time horizon of 2031.

3.4 THE OFFICIAL PLAN PROCESS

The Official Plan process (as outlined on Figure 1) will involve four major stages of work over a four-year time frame expected to commence in the summer of 2007, and conclude with final approval of the new Official Plan in summer 2011.

Stage 1

- a) focus on research, data collection, and preparation of background papers on land use, urban design, housing, transportation and the natural environment
- b) initiation of community consultation on specific subject areas with open houses, workshops and surveys
- c) engage and inform participants about the Plan and process, get them thinking about the full array of issues, and the City's future direction
- d) details of the process to be worked out with the core team of consultants, in coordination with the consultants working on the Environmental Master Plan

Stage 2

- a) develop consensus around a 'vision' of sustainable community development
- b) high level of involvement and support from stakeholders is critical
- c) common set of principles, goals and objectives to be defined as the basis for the EMP and OP

Stage 3

- a) Community and Employment Areas Review to evaluate the communities and employment areas and identify key issues and opportunities for improvement
- b) Focused Area Studies/policy updates on specific areas including Kleinburg, Woodbridge core area, Vaughan Corporate Centre & Vaughan Centre
- c) Focused Policy Studies/reports on key subjects e.g. Urban Structure Plan, Residential Intensification, Transportation Master Plan, Environment/Natural Heritage System, Employment Sectors Strategy, Commercial Structure, Community Services Needs
- d) preparation of Secondary Plans for greenfield areas
- e) development of a draft policy framework
- f) review of all opas to resolve conflicts/ensure consistency with policy framework
- g) prepare comprehensive policy framework

Stage 4

- a) refine draft policies and mapping
- b) conduct public workshops on draft policy components
- c) submit draft OP to public hearing
- d) revise OP in response to public and Council feedback
- e) adoption of final OP by Council
- f) approval of final OP by York Region

3.5 COMMUNITY AND EMPLOYMENT AREAS REVIEW

Preparation of the new Official Plan necessarily involves a detailed review and assessment of each part of Vaughan in order to identify opportunities for improvement and thereby foster continuous and appropriate City-building. The general objective of the Review will be to evaluate the City's existing development, and identify appropriate locations for change and improvement, ultimately with the aim of achieving a higher level of community sustainability in all parts of the City. Most of the City is already subject to large plans, many of which have been in place for many years, including the existing and

developing communities, employment areas, Vaughan Centre, and the Vaughan Corporate Centre.

The 'vision' for the City will establish a set of forward-looking principles, goals and objectives to guide future decision-making, based on the philosophy of sustainable community development. These goals and objectives will provide the basis for the review and evaluation of the existing communities and employment areas.

The vision, principles, goals and objectives will be the product of the broad-based public consultation process with stakeholders and residents in each of Vaughan's communities. This process should yield considerable information about how each participant views his/her community, its valued qualities, its issues, concerns and challenges respecting its future, and the future of Vaughan as a City. This information will be invaluable in the assessment of each part of Vaughan, in identifying where change is occurring, and in developing new policies which are needed to encourage improvement.

Review will be required for the following areas:

- Vaughan Corporate Centre
- Vaughan Centre (Jane and Rutherford)
- existing communities: Thornhill, Woodbridge, Maple, Kleinburg
- new communities: Vellore, Carrville, Woodbridge Expansion Area
- employment areas subject to OPA 450

The Review will include the following process components:

- public consultation with stakeholders, to identify concerns, issues, need for improvements
- review and assessment of existing and planned development in terms of land use, urban design, transportation system, built and natural environment, based on sustainable community development principles, goals and objectives
- identification of stable areas, and areas where change and improvement should be encouraged
- development of policy solutions to address goals and objectives
- preparation of comprehensive plans for vacant developable lands, and areas identified for redevelopment/intensification
- formulation of draft policy recommendations
- coordination with other OP components & Master Plans (City & Regional)

Focused Area Studies

This process is expected to result in the identification of a number of specific areas requiring more detailed study and analysis. In some cases where pressure for development or redevelopment is already very strong, it is a matter of urgency for policies governing development to be updated and in place prior to the conclusion of the new Official Plan process. Four such areas for focused study have already been identified, including:

1. Kleinburg - Nashville Community Plan Review The review of the Kleinburg Community Plan will include an examination of developable lands currently subject to rural/agricultural designations in the community which require detailed study and preparation of a secondary plan and policies to guide their future use and development;
2. Woodbridge Core Area Update The area including and surrounding the old commercial core along Woodbridge Avenue, together with the lands east and west of

the CP line, will be the subject of a planning review and analysis to update the policies governing the form and scale of future development, including – this work will build upon the work being done as part of the Kipling Avenue Corridor Study; it will also have to establish appropriate policies respecting a number of defined Special Policy Areas (SPA) whose development potential may be limited by environmental constraints;

3. Vaughan Corporate Centre Update In the Vaughan Corporate Centre, the existing Plan requires a thorough review of its policy framework to take into account the changing development context engendered by the Provincial, Regional and City commitment to the Spadina subway extension; the review will include:

- incorporating work completed on parks, streetscaping, urban design, servicing, and the Pedestrian and Bicycle Master Plan;
- incorporation of recommendations for stormwater management from the Black Creek Drainage Study
- a re-examination of the role of the 'District' relative to the 'Node';
- reviewing the Plan's permitted uses to determine other community service use requirements;
- based on a built form and block analysis, establish a development framework which sets out development densities and heights, estimated residential and commercial development capacity, and built form guidelines, including comprehensive tall building guidelines that can be used as a model elsewhere in the City, and considers the public realm work from a previous City study
- assessing the transportation network and identifying opportunities for its improvement;
- incorporation of transit and subway station-related facility requirements, including below-grade public parking, 'kiss-and-ride' facilities, station entrances, etc.;
- preparation of a Community Improvement Plan; and
- revisions to the Plan's current implementation strategy and zoning provisions.

4. Vaughan Centre Update Much of Vaughan Centre has been developed, primarily with low and medium density residential and commercial uses, including the Vaughan Mills Mall. Since Vaughan Centre was first conceived (in OPA 400) as a smaller centre focused primarily on the northwest corner of Rutherford and Jane, it has been expanded south of Rutherford, Vaughan Mills Mall has been built, and thus the planning context has changed significantly. Analysis is needed to update the policy framework governing future development in Vaughan Centre.

Each of these Area Studies will result in an amendment to the City's current Official Plan. These amendments will be drafted by the Core Team, and will be consistent with the principles, goals and objectives identified in the process leading to the new Official Plan. When the new Official Plan is finalized, these amendments will be incorporated within it.

As the Review of each of the City's existing urban areas proceeds, it is anticipated that other lands and sites may be identified which warrant more detailed review, analysis and new policies to guide their future development. **(Note: Any such additional work above and beyond the focused studies noted above, which may be identified through the Community and Employment Area Review, will be subject to separate budgets to be determined.)**

3.6 CONSULTING REQUIREMENTS OF THE OFFICIAL PLAN PROCESS

There are several components of the Official Plan process which require consulting services. This Terms of Reference deals with the consulting services to be provided by the 'core team' of consultants. Separate individual contracts will deal with other project components being undertaken by other consultants outside the Core Team. The City will issue separate proposal calls for each of the individual contracts with consultants engaged in work outside of the Core Team.

The Core Team will include professionals qualified in the areas of land use planning, urban design/architecture, demographics and housing, transportation planning, and natural environment/ecology. (Note: The transportation consultant will participate as members of the Core Team; however, the Transportation Master Plan will be prepared under the direction and budget of the Engineering Department.) The Core Team will also include a facilitator with knowledge and experience in the areas of urban planning, sustainable community development, and public consultation processes. The facilitator will work with both the Core Team, and the consultants working separately on the City's Environmental Master Plan.

Outside the Core Team, other individual consultants may be retained to undertake other studies of relevance to the Official Plan. The studies currently being contemplated include:

- a Commercial Structure Study,
- a Community Services/Accessibility Needs Study,
- an update of the City's policies protecting its built and natural heritage and archaeological resources.

Other municipal departments will be undertaking separate studies with consulting assistance in developing:

- an Employment Sectors Strategy,
- a Parks and Recreation Master Plan,
- a Water Master Plan,
- a Wastewater Master Plan, and
- a Stormwater Master Plan.

Other related work may include an update of the City's Development Charges Background Study. The work undertaken outside the Core Team under individual contracts administered by the Policy Planning Department, or by other City departments, will be coordinated with the work of the Core Team, and will contribute to the Official Plan.

Note that individuals or firms who are members of the selected Core Team may also compete on non-Core Team proposal calls when the Requests For Proposals (RFPs) are issued.

The complete list of consulting skills needed to undertake the Official Plan process is summarized on Figure 2. The OP- related contracts to be administered by other City departments are summarized on Figure 3.

3.6.1 The 'Core Team'

Each member of the Core Team will have a variety of individual and collaborative tasks to complete. Each member of the Core Team will be required to undertake background

research within their own discipline, and to contribute their findings and expertise to the overall Plan.

The key consulting role will be filled by an individual with a combination of land use planning and urban design expertise who will act as Project Leader providing direction to the Core Team members. He/she will play the key consulting role throughout the OP process, from the visioning exercise, to the development of the secondary plan, and concluding with the production of the final, fully integrated Plan for the entire City. This role will also entail coordination and liaison with the other consultants, outside of the Core Team, who are working on projects generating products of relevance to the Official Plan. The Project Leader will be the City's main contact with the Core Team, and will be responsible for the coordination of all consulting resources retained under the accepted proposal.

The new Official Plan will provide a policy framework governing future development in the City's remaining greenfield areas, and the existing area of built, or planned and approved development. The greenfield areas will be the subject of a secondary planning process. The Core Team will have responsibility for carrying out this highly collaborative task. Members of the Core Team also have additional responsibilities within the OP process pertaining to their specific areas of expertise. The major tasks of the Core Team are listed below:

3.6.2 Core Team responsibilities:

- a. Develop, in collaboration with the other Core Team members, the Facilitator, and the Environmental Master Plan consultants, the new 'vision' for sustainable community development, and associated planning principles, goals and objectives
- b. Assess Vaughan's growth options resulting from the Places To Grow Plan, and the York Region growth scenarios for the allocation of population, employment and intensification
- c. In undeveloped areas, identify constraints to development and servicing, and define areas where development can or cannot occur
- d. Complete the discussion papers on Land Use, Urban Design and Sustainable Community Development, Transportation, State of the Environment, Housing and Demographics
- e. Complete the Community and Employment Areas Review reports, and the Focused Area Studies described in Section 3.5 above
- f. Prepare an Urban Structure Plan describing the role and function of each of the components of the City's urban fabric – centres, corridors, communities, neighbourhoods, employment areas, natural areas – and the linkages and relationships between them
- g. Develop the Secondary Plans for the greenfield areas, including an appropriate policy framework governing all relevant aspects of land use, density, urban design/built form, streetscaping
- h. Prepare the new Official Plan, including the integration and synthesis of all relevant policy material, the organization of the Plan's policy framework, drafting of the land use and urban design policy components of the OP, and the integration and synthesis of all other relevant policy material in the new Plan
- i. Prepare a comprehensive Final Report, describing the process followed in the preparation of the new Plan, the components of the Plan, the planning rationale and justification for the Plan, and demonstrating the conformity of the new Plan with Provincial and Regional requirements
- j. Liaise and coordinate with other OP-related and Growth Management-related study consultants

3.6.3 Additional responsibilities of the Project Leader

- a) Lead the public consultation process in collaboration with the Environmental Master Plan consultant and the Facilitator
- b) Prepare a discussion paper providing an overview of land use, urban design and development in Vaughan, commenting on current trends, conditions and expectations about the pace of future growth (population, employment, development pattern, land and housing supply), the provincial and regional policy context, examining options and models of sustainable community development, and identifying key questions about the City's future, as a basis for consultation with the community; the objective is to provide a current picture of Vaughan which would provide the context for considering the City's options and directions respecting future growth and development decisions
- c) Define a common set of land use designations and policies which can be applied throughout existing and greenfield areas across the City
- d) Review and evaluate the City's existing community plans, major employment plans and site-specific amendments in comparison with the common set of land use designations to determine the degree of 'fit' of existing lands with the new designations
- e) Identify areas and properties which may appropriately be treated as exceptions
- f) Examine the need to expand the City's urban boundary, and if appropriate, draft a report justifying its expansion in response to the requirements of Places To Grow and the York Region OP
- g) Develop a policy governing the redesignation of employment lands, and the introduction of non-employment uses within employment land designations, consistent with the Places To Grow Plan and the York Region Official Plan
- h) Develop, in consultation with the Demographics and Housing Consultant, a Residential Intensification Strategy identifying and justifying appropriate areas where redevelopment should be encouraged, considering compatibility with existing land uses, built form and density analysis, servicing availability, transportation capacity, etc. (Note: the requirements of the Intensification Strategy are further elaborated below in the description of the Demographic and Housing Consultant's responsibilities)
- i) Provide direction to the consulting team in the preparation of Secondary Plans for greenfield areas, and in the preparation of the Area Studies
- j) Review the City's array of planning and design implementation tools, and identify alternative approaches to facilitate achievement of planning objectives i.e. Development Agreements, development phasing, bonusing, density transfers, use of TIFs, community improvement legislation, etc.
- k) Provide team leadership and direction throughout the Official Plan process
- l) Ensure that all mapped products destined for the Official Plan document are compatible with the City's mapping & GIS system and protocols

3.6.4 Additional responsibilities of the Transportation consultant (See Terms of Reference for the Transportation Master Plan)

- a) Prepare a comprehensive report (with maps and illustrations as appropriate) examining the current state of transportation in Vaughan, and identify issues and opportunities for improvement
- b) Prepare the 2011, 2021, and 2031 plans for roads and transit to complement and support Vaughan's preferred land use scenarios
- c) Develop a long-term transportation vision to support the City's future allocation of population and employment growth to the year 2031

- d) Develop a sustainable transportation system that will support the efficient movement of goods and transit vehicles in conformity with the York Region Transportation Master Plan
- e) Develop a transportation network that will encourage an increase in public transit ridership and alleviate congestion
- f) Address and update the current and future transportation needs of the City in an integrated mode
- g) Consider and evaluate the Environmental Policies of the plan, in consultation with the Natural Environment consultant, and quantify the impact of the proposed transportation facilities on the environment; identify and recommend possible alternatives to reduce any adverse impacts
- h) Investigate the need and justification for Highway 400 series overpasses, rail overpasses and mid-block collectors
- i) Investigate current and future proposals for Highway 400 and 407 interchanges
- j) Review current roads policies respecting appropriate rights-of-way, on-street parking and provision of sidewalks
- k) Review and expand the current walkway and bike path systems
- l) Draft the transportation policy framework for the new OP (He/she will work closely with a Technical Committee including staff from the Development Engineering Department, Policy/Urban Design Department, York Region Transportation, York Rapid Transit, Ministry of Transportation, and TRCA)
- m) Prepare the Transportation Master Plan, including mapping and illustrations as appropriate, in consultation with other Core Team consultants
- n) Participate in the preparation of the Secondary Plans for the greenfield areas, and in the Area Studies, in consultation with other members of the Core Team
- o) Review and provide feedback on the schedules of the Official Plan document, and those showing the transportation and transit network in particular.

3.6.5 Additional responsibilities of the Natural Environment consultant (Note: The Natural Environment consultant will be a firm with expertise in a wide range of natural/ecological disciplines, including hydrogeology, hydrology, aquatic ecology, terrestrial ecology)

- a) Prepare a State of the Environment report assessing all aspects of the City's environmental health, successes and shortfalls in achieving its current natural environment policy objectives – this task will rely largely upon secondary sources of information e.g. TRCA, Region of York, Provincial ministries, MESP's
- b) Review the City's pattern of urban development, assess current and anticipated issues and problems, and identify opportunities to correct or mitigate them, and methods of enhancing or strengthening the natural system – this work will include examining and evaluating the development potential of areas such as Special Policy Areas in Woodbridge, Vaughan Corporate Centre, and brownfields vis-à-vis intensification opportunities versus environmental constraints
- c) Using natural heritage system mapping developed by TRCA for the Humber and Don Watersheds, confirm or modify the terrestrial natural heritage system in consultation and collaboration with TRCA, Vaughan and York Regional Staff to reflect up-to-date mapping, features and land use plans
- d) Prepare a report – The Environmental Vision and Natural Heritage System Report - presenting the vision for the City's approach to the natural environment (incorporating the principles of sustainability and ecosystem planning) and describing and illustrating the components of the natural heritage system, the proposed approach to development in 'white belt areas', and integration of built and natural areas
- e) Participate in the preparation of the Secondary Plans for the greenfield areas, and in the Area Studies, in consultation with other members of the Core Team

- f) Draft the natural environment policy framework for the new OP, building upon background research and policy work previously completed by TRCA and York Region, and building and improving upon the City's existing policy framework in OPA 600 and the Environmental Management Guideline. The new natural environment policy framework will address all aspects of the natural environment, and articulate the City's requirements respecting future development in built and greenfield areas. (The environment consultant will work closely with staff from the Development Engineering Department, the Policy/Urban Design Department, York Region Environmental Services Department, and TRCA.)
- g) Collaborate with the Hard Services (Engineering) Consultants in defining sustainable solutions to development and infrastructure
- h) Review and provide feedback on the schedules of the Official Plan document, and those schedules showing the natural heritage system and components thereof in particular.

3.6.6 Additional responsibilities of the Demographics and Housing consultant

- a) Review the latest available York Region population and employment forecasts to 2031, and assess the implications for Vaughan
- b) Review previous and 2006 census data for Vaughan and Regional data from other sources, and prepare a comprehensive report describing Vaughan's resident population, employment and housing stock, and identifying trends, issues and problems, and implications for Vaughan, and for the Region's forecasts for Vaughan
- c) Develop a Residential Intensification Strategy, in consultation with the Lead Land Use/Urban Design consultant; the Strategy will address the following:
 - key principles of intensification;
 - development densities and their spatial allocation;
 - identification and justification of Key Development Areas (as defined in the York Regional Official Plan);
 - transit, transportation and parking standards;
 - compatibility and fit with surrounding areas;
 - current City policies respecting density, intensification and obstacles thereto;
 - formulation of an appropriate density/intensification policy framework;
 - the role of secondary suites;
 - current and anticipated needs and problems associated with housing mix, tenure, and affordability, and options to address them;
 - provision of human services;
 - community amenity requirements;
 - urban design requirements; and
 - consistency with the Region's TOD guidelines
- d) Review existing community plans and develop a policy framework introducing uniform height/density policies into existing areas where appropriate
- e) Participate in the preparation of the secondary plans for the greenfield areas, and in the Area Studies, in consultation with other members of the Core Team
- f) Provide input into the housing components of the secondary planning process with the objective of ensuring that the objectives of the Places To Grow Plan and the Regional Official Plan will ultimately be achieved

3.6.7 Additional responsibilities of the Public Consultation Facilitator

- a) Design and conduct the public consultation process, in collaboration with the Lead Land Use Planner/Urban Design consultant, the EMP consultant, and other consultants on individual studies, for each component of the OP process; this

- will entail collaboration with other Growth Management studies such as the EMP, on public consultation processes
- b) Liaise and coordinate with the EMP consultants, as the consulting component leading to the new Vision 2031 will be a joint exercise to define a common definition of sustainability, and a common set of principles, goals and objectives addressing sustainable community development

4.0 MEETINGS

Meetings will be detailed in the approved work plan. The Official Plan process will include the following meeting requirements:

- Meetings with the Project Team: Up to thirty (30) meetings;
- Working Meetings with the City's Project Coordinator: As required;
- Presentations to Senior Management/Council/Committees of Council: Up to twenty (20) meetings;
- Public/Stakeholder Consultation Process: In accordance with the approved work plan. The consultation process will involve and inform local residents, ratepayer groups, the business community, the development community, public agencies and other special interest groups, and will include meetings and presentations.

The lead consultant will propose a public consultation process. It will be subject to refinement in consultation with the selected facilitator, the City's Project Co-ordinator, and the lead consultant for the Environmental Master Plan. It is expected that the Consultant will also need to meet individually with City Councillors and the City Departments.

The lead consultant shall be responsible for the scheduling of meetings, preparation of agendas, presentation materials and meeting minutes. Prior to the scheduling of each meeting, the lead consultant shall confer with the City's Project Co-ordinator.

5.0 TIMING

The targeted completion date of the project, marked by submission of the draft Official Plan to Public Hearing is June 2010, or thirty-six months from the date of Council's ratification of the selection of the recommended consultant team. Council adoption of the final version of the Official Plan would be expected in June 2011.

Prior to commencing work on the project, the consultant will submit a finalized work plan for the approval of the Project Team. The work plan will assign dates to the completion of various milestone tasks on the timeline. No chargeable work shall commence prior to the approval of the finalized work plan and the City of Vaughan shall not be responsible for any costs associated with the finalization of the work plan.

6.0 DELIVERABLES

- a) The Draft Vaughan Official Plan

The draft report shall be submitted on the following basis:

- 30 cerlox bound copies;
- 1 unbound print ready copy;
- Colour pictures and illustrations;
- 1 CD (.PDF) of the draft document and any related photos, graphics or maps in City-compatible software (Word, PowerPoint or Excel)

b) The Final Vaughan Official Plan

The final report shall be submitted on the following basis:

- 30 cerlox bound copies;
- 1 unbound print ready copy;
- Colour pictures and illustrations;
- 10 CD's (.PDF) of the final document and any related photos, graphics or maps in City-compatible software (Word, PowerPoint or Exel)

c) Other Background and Technical Reports

The following reports shall be submitted by the City's Core Team consultants:

- Discussion papers:
 - a. Land Use, Urban Design & Sustainable Community Development Options
 - b. Transportation
 - c. State of the Environment
 - d. Housing and Demographics
- Community and Employment Areas Review
- Area Studies and Official Plan Amendments:
 - e. Northeast Kleinburg Secondary Plan
 - f. Woodbridge Core Area Update
 - g. Vaughan Corporate Centre Update
 - h. Vaughan Centre Update
- Focused Policy Studies/Reports:
 - i. The Urban Structure Plan
 - j. The Transportation Master Plan
 - k. The Environmental Vision and Natural Heritage System Report
 - l. The Residential Intensification Strategy
- Reports and Secondary Plans For Greenfield Areas
- Summary packages of the draft policy components of the Official Plan
- The Final Report

Draft and Final Report Requirements

Draft and Final reports shall be submitted on the following basis:

- 30 cerlox bound copies;
- 1 unbound print ready copy;
- Colour pictures and illustrations;
- 1 CD (.PDF) of the draft document and any related photos, graphics or maps in City-compatible software (Word, PowerPoint, Exel or AutoDesk)

d) Presentation Materials

The City shall be provided with 1 hard copy print and a CD (in a City-compatible format) of all presentation materials (e.g. Maps, PowerPoint and handouts) used in the stakeholder consultation process and in presentations to Council.

All presentations shall be provided in PowerPoint format.

e) Reports and Communication Materials

The Official Plan project includes the preparation of a number of reports which will be available to the public, and presented to Council and its committees. Also, in order to engage the public in the consultation process and keep participants informed about the Official Plan process, it is anticipated that newsletters, brochures and other forms of written communication will be required. These products will be prepared by the consultant in full colour. Approximately 20% of the printed product is estimated to be in the form of coloured illustrations.

The City shall be provided with 1 hard copy print and a CD (in a City-compatible format).

The City will be responsible for the reproduction of all such reports and materials, including the production of multiple copies of the draft and final versions of the Official Plan (beyond the first set of 30 copies of the draft and 30 copies of the final version).

All presentation and communication materials, and all reports including the draft and final versions of the Official Plan will be made available on the City's web site. The City will be retaining external assistance to design and maintain the capacity of the web site to facilitate public access to the Official Plan process and its products.

7.0 PROJECT ADMINISTRATION

The project will be administered by a project team composed of a Project Coordinator and a Technical Advisory Committee, which will include city staff representatives from various City of Vaughan departments. The Project Coordinator will be responsible for day-to-day contacts and operations. The Project Coordinator and the Technical Advisory Committee ("The Project Team") will perform the following functions:

- Consultant selection process;
- Making recommendations to Senior Management/Council on the approval of the new Vaughan Official Plan, and reports prepared during the course of the Official Plan process;
- Final approval of the work plan;
- Project oversight;
- Provision of departmental information and support to the consultant as it respects their individual mandates;
- Attending meetings with consultants to hear status updates and to provide input on policy development;
- Review and comment on draft versions of the Official Plan, and other discussion papers, technical reports and products of the OP process.

The Project Team is expected to include representation from the following:

- City of Vaughan: Commissioner of Planning, Departments of Policy Planning, Development Planning, Engineering & Public Works, Community Services, Economic Development, City Manager's Office

- Region of York: Departments of Planning & Development, Transportation & Works, Community Services & Housing
- Toronto Region Conservation Authority (TRCA)
-

8.0 CONTENT OF PROPOSALS

The consultant will be retained on the basis of a written proposal and, if necessary, interviews held by the Project Team or a sub-committee thereof. Selected Proponents may be short listed for interviews.

The written Proposal shall contain the following information:

- Members of the consulting team including their qualifications and experience;
- Identification of the Consultant Team Leader;
- An explanation of the approach and methodology to be used and research to be undertaken to achieve the project's goals and objectives, as outlined in the Request for Proposal;
- A Council/staff/public/stakeholder consultation strategy;
- A comprehensive work plan/project schedule, including timelines, milestones, meetings and key dates, which fulfill the requirements of the Terms of Reference;
- An upset cost for the completion of the project, which includes a breakdown of the hourly rates attributable to each of the Consultant Team members and the hourly time commitment by task, for each of the participants; and all other costs and related disbursements;
- A list of three (3) client references in respect of projects similar to the one described in the Terms of Reference, preferably in a municipal environment.

In addition to the Original, fifteen (15) bound copies of the Proposal, in an 8 1/2" X 11" format plus one (1) unbound print ready copy shall be submitted. The maximum length of the Proposal shall be fifteen (15) pages, exclusive of resumes, references and documentation relating to project experience.

9.0 EVALUATION CRITERIA

The Proposal will be evaluated on the basis of the following criteria:

Qualifications and Experience: 35%

- Capability of the Consultant Team Leader;
- Degree of Participation of senior staff;
- Qualifications and expertise of the team members;
- Skills consistent with the needs of the project;
- Experience in similar studies;
- Level of public sector experience;
- Experience in multi-disciplinary teams;
- Demonstrated success in public/stakeholder consultation;

Quality of the Proposal: 25%

- Complete and comprehensive submission;
- Demonstrated understanding of the project requirements;
- Organization and clarity of presentation;
- Introduction of innovative ideas and concepts;

- Skill in communicating the project plan and innovative ideas and concepts.

Project Management:

25%

- Work program and scheduling of major milestones and meetings;
- Timelines consistent with study requirements;
- Approach to reporting and invoicing;
- Monitoring of budget;
- Ability to commit to timing objectives for the completion of the study;

Financial:

15%

- Proposal Fee;
- Appropriate allocation of resources to various phases of study

10.0 NEGOTIATIONS

On completion of the evaluation process, vendor negotiations will be undertaken to refine the details of the contract for all portions of the proposed services described in this Request for Proposals. Negotiations may take the form of adding, deleting or modifying requirements.

Assuming mutually acceptable terms and conditions can be negotiated a contract will be signed with the selected proponent. In the event of default or failure to arrive at mutually acceptable terms and conditions, the City may accept another Proposal or seek new Proposals, or carry out this service in any other way deemed appropriate.

11.0 BEST AND FINAL OFFERS

Proponents are reminded that, since this is a Request for Proposal, a best and final offer may be requested, but this would be considered only with the short-listed proponents, if used at all. Proponents are encouraged to provide their best offer initially and shall not rely on oral presentations or best and final offers.

12.0 DISBURSEMENT OF FEES

The successful Consultant will be required to submit a payment schedule prior to commencing the project. The payment schedule shall be subject to the approval of the Project Coordinator.

Invoices will be required to contain the following minimum information:

- Description and explanation of work undertaken in each invoice time period;
- Personnel employed and hours expended by the hourly rate;
- Disbursements;
- Total Fee for each invoice;
- Budget expended to-date and remaining budget.

13.0 CONFLICT OF INTEREST

In the proposal the consultant shall indicate the number and type of projects it is currently undertaking which may represent a professional conflict with the conduct of this study. If the Project Team is of the opinion that a conflict exists, then the consultant will be

disqualified from the competition. This matter may be discussed prior to the submission of the Proposal.

14.0 BUDGET

The total Core Team budget for this study is **\$2,725,000**. The Core Team budget includes all of the work described in the Terms of Reference, including the public consultation process, all meetings with other consultants retained by the City on studies being coordinated with the OP, and all meetings with staff, the Technical Advisory Committee, and Council. The Core Team budget also includes the costs of producing the initial and final drafts of all required studies and reports for review by staff. The cost of reproducing subsequent draft and final copies will be the responsibility of the City.

The Core Team budget includes preparation of the Transportation Master Plan. The Transportation Master Plan is a separate component of the Consolidated Growth Management Project, and will be directed by the Engineering Department, and funded under their separate budget. A separate detailed Terms of Reference, consistent with the tasks identified above (see 'Additional responsibilities of the Transportation Consultant') will be prepared by the Engineering Department for the Transportation Master Plan. The transportation consultant will participate throughout the process as an integral part of the Core Team.

The Consultant shall not exceed the budget or undertake any work that would cause the budget to be exceeded without written permission from the City of Vaughan. Such permission shall be required for any phase or component of the study, as set out in the approved work plan.

15.0 INVOICING

The Consultant Team Leader and Lead Firm will be responsible for invoicing the City, and for the disbursement of fees to the sub-consultants. Any changes or substitutions to the consulting team, subsequent to the submission of the Proposal, will require the written approval of the City of Vaughan. All invoices will be subject to a holdback of 15%, payable upon completion, to the City's satisfaction, of the relevant phase of the project

ATTACHMENTS

1. The Official Plan Process
2. Summary of OP Consulting Requirements
3. Other Work Relevant to the Official Plan Which May Be Undertaken Under Separate Contracts

FIGURE 1

DRAFT

STUDY COMPONENT	2007				2008				2009				2010				2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
STAGE 1: RESEARCH																				
a) Collect/analyze data																				
b) Present background papers																				
STAGE 2: DEVELOP THE VISION																				
a) Conduct public workshops on Vision 2031																				
b) Draft vision & principles statement																				
STAGE 3: DEVELOP THE PLAN																				
a) Community & Employment Areas Review																				
b) Prepare focused studies: N/E Kleinburg, Woodbridge Core, VCC																				
c) Prepare discussion papers on key subject areas & policy options																				
d) Prepare Secondary Plans for greenfields																				
e) Develop draft OP policy framework																				
f) Review existing OPA's																				
g) Prepare comprehensive policy framework																				
STAGE 4: FINALIZE & APPROVE THE PLAN																				
a) Refine draft policies & mapping																				
b) Conduct public workshops on draft policy components																				
c) Submit draft OP to Public Hearing																				
d) Final OP revisions (after Public Hearing)																				
e) Adoption of OP by Council																				
f) Approval of OP by York Region																				
PUBLIC CONSULTATION																				
Open House (OH)/Workshop (W)/Info Meeting (IM)	To be determined in consultation with the Core Team and Environmental Master Plan (EMP) consultants																			
Committee of the Whole (CW)																				
Public Hearing (PH)																				
Council Meeting (C)																				
Environmental Master Plan (EMP)																				

Revised 4/24/2007

FIGURE 2 – SUMMARY OF OP CONSULTING REQUIREMENTS

A. Core Team Contract

- Land use planning
- Urban design/architecture
- Transportation planning
- Natural environment planning/ecology
- Housing/intensification/mixed use expertise
- Demographic analysis/population & employment forecasting

B. Individual Contracts

- Commercial market analyst
- Community services/accessibility planner
- Heritage architect
- Archaeologist

C. Other Department Contracts

- Parks and recreation planner
- Hard services engineers
- Land market economist/employment sectors specialist

FIGURE 3 – OTHER WORK RELEVANT TO THE OFFICIAL PLAN WHICH MAY BE UNDERTAKEN UNDER SEPARATE CONTRACTS

A. Candidate Projects Under Direction of Policy Planning Department

1. Commercial Structure Study

Key Responsibilities:

- a. Develop a City-wide user-friendly inventory of existing and proposed retail and office sites
- b. Prepare a report assessing the need for retail, office and other commercial space in Vaughan which takes account of demographics and long term population, employment and household income forecasts
- c. Assess the adequacy of existing retail and office space in terms of its amount, type and location, identify associated issues and problems, and develop a strategy to ensure an appropriate range of goods and services are available to Vaughan residents, provides an appropriate balance between the office commercial component and retail commercial components
- d. Assess the adequacy of industrial and commercial condominiums in terms of their amount, type, location and proximity to each other
- e. Examine the appropriate extent and limitations which could apply to the introduction of high density residential uses along the edges of employment areas
- f. Develop a policy framework for small business offices in new and existing employment areas
- g. Develop a retail policy framework for Vaughan's new and existing areas, for incorporation into the OP
- h. Prepare a report describing Vaughan's Commercial Structure, which addresses the various types of retail, and the role of each component in the structure, including traditional core areas, main streets, heritage districts, power and lifestyle centres, neighbourhood commercial centres, District and Regional centres (e.g. Vaughan Corporate Centre), highway commercial centres, auto malls, and commercial centres as tourism infrastructure; the current and potential roles of BIAs should also be examined

2. Community Services Needs and Accessibility Study

Key responsibilities:

- a. Prepare a status report on the state of community services in Vaughan, identifying issues, problems, needs and deficiencies
- b. Address the community services concerns identified in the OPA 620 process
- c. If appropriate, define an expanded community services role for Vaughan and propose recommendations on its implementation
- d. Review existing policies respecting the development of institutional uses in Vaughan, availability of sites, site requirements, and recommend new policies as appropriate
- e. Provide input to the OP policy framework respecting accessibility requirements

3. Protection of Built and Natural Heritage and Archaeological Resources Update

Key responsibilities:

- a. Review current policies and identify opportunities to improve upon the current approach respecting preservation of built heritage
- b. Prepare a report evaluating the state of preservation of natural heritage in Vaughan, and identify alternative means to improve upon the protection of key natural features i.e. valleylands, Oak Ridges Moraine, other glacial features, landform conservation
- c. Review the City's current procedures and guidelines on archaeological assessment and preservation and identify opportunities to improve the current approach respecting the preservation of archaeological resources (including consultation with interest groups e.g. First Nations, cultural and historical organizations, Ontario Ministry of Culture)

B. Contracts To Be Directed By Other City Departments

1. Parks and Recreation Master Plan

Key responsibilities:

- a. Completion of the Master Plan for the Provision of Recreation, Culture, Parks, Facilities and Libraries is currently underway; also, Vaughan Public Libraries is currently working on a Strategic Plan for the 2008 – 2011 period; additional work is likely required to extend the planning horizon to 2031, and to address the following OP requirements
- b. Prepare a policy framework for parks and recreation uses in Vaughan
- c. Review and provide input to secondary planning process for greenfield areas
- d. Liaison with OP planning team as necessary

2. Water, Sewer and Stormwater Master Plans

Key responsibilities:

- a. Review the City's existing water and sanitary sewer system in terms of its capacity to address the City's needs at full build-out
- b. Review current approach to stormwater management and propose changes as necessary to state-of-the-art
- c. Research state-of-the-art water conservation measures and identify opportunities to make improvements in terms of reducing use, and maintenance of ground water supply
- d. Identify appropriate policies for inclusion in OP
- e. Prepare the Water and Wastewater Master Plans, and the Storm Drainage and Stormwater Management Master Plan

3. Employment Sectors Strategy

Key responsibilities:

- a. To develop a definition for "employment uses" as it pertains to Economic Development, that will be applied in the Official Plan
- b. Review the City's current and emerging business environment including business and employment sector composition
- c. Propose employment sectors that the City should target – for growth, innovation and value added employment – relative to the City's strengths, weaknesses, opportunities and threats ('SWOTs')

- d. Analyze back-office opportunities (including institutional back-office requirements) in the GTA to ensure that the City has the opportunity to attract its share
- e. To develop economic development policies which would guide the Official Plan land use policies and support long term economic growth – addressing the issues of conversion of employment land
- f. Identify implications for future land use and transportation patterns
- g. Establish the economic development role within a broader context – relating to regional growth objectives as well as the Provincial Places to Grow policies
- h. To communicate to stakeholders the City's future direction and economic development objectives

4. Fiscal Analysis and Development Charges Update

Key responsibilities:

- a. Complete the long term fiscal analysis using the recently completed Long Range Financial Planning Model
- b. Review and update the Development Charges Background Study
- c. Identify implications for future land use and development decisions, development charges, plan implementation tools, etc.
- d. Propose policies appropriate for inclusion in OP

C. Other Assistance Required For the Official Plan

- 1. Editing specialist (external)
- m. Review and edit the text of all products of the OP process to ensure readability
- 2. Graphics/publications services (external)
- a. Design the layout and format of key products of the OP process (audio/visual presentations, report graphics & written content)
- b. Advice and preparation of mapping and organization