

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 26, 2006

Item 1, Report No. 36, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on June 26, 2006.

**1 VAUGHAN CORPORATE CENTRE STREETScape & OPEN SPACE
MASTER PLAN STUDY IMPLEMENTATION PLAN**

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Planning, the Commissioner of Engineering & Public Works, the Commissioner of Community Services and the Commissioner of Finance and Corporate Services, dated June 13, 2006, be approved;
- 2) That Members of Council's comments be incorporated in the final report; and
- 3) That the presentation material be received.

Recommendation

The Commissioner of Planning, the Commissioner of Engineering & Public Works, the Commissioner of Community Services and the Commissioner of Finance and Corporate Services, recommends:

THAT the following report and presentation by staff BE RECEIVED for information and further discussion of items identified.

Economic Impact

The implementation of the Vaughan Corporate Centre Streetscape and Open Space Master Plan will provide a framework for establishing the Corporate Centre – a “Regional Centre” - as both a functional and an appealing “downtown”, attracting more investment and assessment to the local tax base. There are no requirements for new funding associated with this report. Funding for this study was provided in the 2002 Operating Budget.

As part of development in the Corporate Centre, land for park sites can be provided through dedication under the Planning Act. Development on land which does not include a park site will be required to pay cash-in-lieu of parkland in accordance with the City's cash-in-lieu by-law and policies. Pursuant to Council's direction, all cash-in-lieu funds that are collected from development go toward land acquisition for parks. It is intended that funding for the construction of parks and streetscaping in the Corporate Centre, can be achieved, at least in part, through the next update of the City's Development Charges By-law. Notwithstanding these mechanisms, additional funding may be required to accomplish the Master Plan.

Purpose

The purpose of this report and presentation by Staff is to provide Council with an update of the Corporate Centre Streetscape & Open Space Master Plan Study, particularly with respect to the implementation strategy, prior to approaching the stakeholders and finalization of the Master Plan Study.

Background - Analysis and Options

Purpose of Study

On December 15, 2003, Council approved the Terms of Reference for the “Corporate Centre Streetscape & Open Space Master Plan Study”. The purpose of the study is to produce a Streetscape and Open Space Master Plan for the Corporate Centre (Attachment 1) that will:

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- 1) prescribe the layout and design of the public spaces within the Corporate Centre Node, including pedestrian and bicycle connections with the greater Corporate Centre District, streets, squares, plazas, and parks, and;
- 2) provide criteria for the assessment of detailed development applications to ensure that they are in keeping with the overall design vision expressed by the Vaughan Corporate Centre Urban Design Guidelines Report, which was adopted by Council on January 19, 1998.

More specifically, the Master Plan (Attachments 2 & 3) is intended to guide development to create an attractive and vibrant urban center by:

- 1) defining and designing a system of streetscapes and open spaces;
- 2) providing design intent, guidelines and standards that will ensure physical unity throughout the Vaughan Corporate Centre for the long-term build-out of the area;
- 3) coordinating designs with proposed York Region Public Transit initiatives;
- 4) providing a basis for assessment of future development applications to ensure they are in keeping with the vision for the Corporate Centre, and;
- 5) devising a strategic implementation plan to guide funding and construction of the streetscape and open space system.

Consulting Team

On April 26, 2004, Council approved staff's recommendation to retain the firm EDA Collaborative Inc. (Landscape Architecture and Urban Design), together with their subconsultants to conduct the study. The sub-consulting team includes: Young + Wright Architects (Architecture & Urban Design Master Planning); J.H. Stevens (Planning & Development Consultants); Reich & Petch Design International (Wayfinding & Communications); Reid Voorhees and Associates (Transportation Engineers), and; MacViro Consultants (Civil Engineering).

Work Program

The work program for the study is as follows:

- 1) Background, Inventory and Analysis;
- 2) Conceptualization;
- 3) Preliminary Master Plan;
- 4) Draft Master Plan, and;
- 5) Final Master Plan

The study is currently near the end of the fourth stage of the work program.

Public Consultation

The study's design concepts were based on a three-part consultation program, which included one-on-one stakeholder interviews, a full day charette on July 29, 2004, and a series of meetings and workshops with City and Regional staff, and agencies. Further consultation with the stakeholders will be required prior to the finalization of the Master Plan.

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York Region Rapid Transit Plan

In 2002 the Region of York completed a Transportation Master Plan that recommended rapid transit improvements in four corridor locations, including Highway 7 and the north-south link. In August 2005, the Region submitted the Highway 7 Corridor & Vaughan North-South Link Public Transit Improvements Environmental Assessment (EA) to the Ministry of Environment for approval. The Ministry requested written comments from the City of Vaughan on the EA by October 26, 2005.

The plans that were attached to the EA study had shown a more basic treatment of Avenue 7 (Highway 7) and rapid transit through the Vaughan Corporate Centre when compared to the draft Master Plan document as part of the Corporate Centre study. On October 17, 2005, Council adopted resolutions contained in a report entitled "Design Concept For Avenue 7 Including Rapid Transit Through The Vaughan Corporate Centre". The primary resolutions that were adopted by Council included direction to the Region of York of Vaughan's preferred configuration for Avenue 7 (Highway 7) and rapid transit through the Corporate Centre, and to ensure that the cost of this portion of the project is included in the Region of York's budget.

Draft Master Plan

The Draft Master Plan document describes a development framework that builds on Official Plan Amendment #500 (Corporate Centre Plan), OPA #528 (Road Network Improvements) and OPA #529 (Higher Order Transit Corridor Protection Study) and the Vaughan Corporate Centre Urban Design Guidelines Report. The Draft Master Plan document consists of a Master Plan Concept, streetscape guidelines for the primary, secondary and tertiary roads, built form, parks and open space guidelines, design standards, phasing and implementation.

On October 25, 2005, the consultant for the study presented the Draft Master Plan to a Working Session of the Committee of the Whole. The Committee's recommendation to receive the information was adopted by Council on October 31, 2005.

Proposed Implementation Strategy

The consultant has prepared an implementation strategy for the proposed open space/parks and streetscaping within the Corporate Centre study area. The following summarizes its content and recommendations:

- 1) Amendment to the Corporate Centre Plan (OPA No. 500)
 - a) designate the location and size of parkland, public open space and key natural heritage features within the Node;
 - b) identify preferred streetscape cross sections for the roads;
 - c) identify the pedestrian and bicycle system within the area;
 - d) identify the preferred urban design treatment of the public realm (parks, open space, boulevards), and the private realm in terms of streetscape and built form adjacent to street edges and open spaces;
 - e) include, as an appendix, the conceptual land use demonstration plan that identifies the potential distribution of uses within the Node and forms the framework for the open space plan; and

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- f) coordinate all of the Corporate Centre initiatives into one comprehensive document that would be beneficial in promoting the Corporate Centre to various public and private interests.

2) Amendment to Zoning By-law 1-88

- a) to rezone proposed park locations to an OS2 Open Space Park Zone; and
- b) incorporate provisions into the C9 Corporate Centre Node Zone to reflect any urban design recommendations resulting from the study.

3) Parkland & Open Space Acquisition Strategy

a) Parkland Acquisition

- i) parkland can be acquired through Section 42 of the Planning Act (conveyance of land for park purposes), which provides for a maximum dedication not exceeding 1ha./300 dwelling units and/or 2% of the land for commercial or industrial purposes or payment of the value of such land otherwise required to be conveyed;
- ii) a total of approximately 2520 high density and mixed use residential units, 53.85 ha of commercial and 3.48 ha of mixed use commercial lands could be accommodated in the Corporate Centre Node. Based on the maximum standards of the Planning Act, this amount of development would generate 9.55 ha of parkland (8.4 ha + 1.15 ha). The specific amount of parkland will need to be adjusted to account for parkland dedication/cash-in-lieu already provided as part of existing commercial development within the Node (approximately 0.25 ha of parkland). Note: The total number of high density/mixed use residential units (2520) may have to be revised upward if plans change as a result of more aggressive development proposals. Accordingly, the total area of parkland will need to be increased to meet the recreation needs of the future residents.
- iii) a total of approximately 4.5 ha of parkland is proposed in ten locations in the Node, which is below the projected parkland dedication requirement of 9.55 ha (based on unit estimate of 2520).

b) Timing of Acquisition

- i) given the long term nature of development within the Node, it would be beneficial to obtain parkland early in the process in order to establish a municipal and a pedestrian presence that is currently lacking, and to avoid higher land costs in the future;
- ii) where parkland would not serve an immediate function, then its acquisition may be secured but the conveyance delayed in order to correspond with development or acquired at the time of development;
- iii) parkland areas should be obtained as a condition of development on lands under the same ownership;
- iv) establish parkland credits for landowners who over dedicate at any point and require parkland credit toward future phases of development within the Corporate Centre.

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- c) Cash-in-lieu of Parkland
 - i) development on land which does not require a park will be required to pay cash-in-lieu of parkland in accordance with the City's Cash-In-Lieu By-law and policies; funds that are generated are deposited into a city-wide account for acquisition of parkland;
- d) Funding Parkland Construction
 - i) park construction that will be required in the Node is not currently identified for funding by Development Charges. The cost for all parks should be reviewed and included in the next update of the Development Charge By-law;
- e) Funding Streetscape Improvements
 - i) The current Development Charge By-law includes streetscape treatment for some roads. The cost and extent of streetscape improvement for all roads should be reviewed and included in the next update of the Development Charge By-law, together with determining alternative funding sources (ie. taxation, developer contribution, long term debt) for streetscape improvements in excess of City standards allowable under the DC Act.

4) Urban Design Elements Implementation Strategy

- a) Avenue 7 is under the jurisdiction of the Region of York. The road within the existing ROW will: i) undergo a major transformation to accommodate a regional rapid transit route; ii) require a complete reconstruction of the road, including pedestrian features such as streetscaping, open spaces, and transit; iii) these works will be undertaken by the Region through the Regional Development Charge and other funding sources other than the City;
- b) Jane Street is under the jurisdiction of the Region of York and is envisioned to have a wide green corridor on both sides. The existing stormwater management pond at the NE corner of Jane and Avenue 7 and the downstream channel will require extensive restoration/rehabilitation works; funding for retrofitting will be required as a condition of development approval as it occurs;
- c) Ring Road & Millway Avenue infrastructure and related streetscape elements are itemized in the City's Development Charge By-law;
- d) Edgeley Blvd./Interchange Way are under the jurisdiction of the City. These roads exist and will require enhanced planting, lighting and sidewalks. Funding for these streetscape improvements could be required as a condition of development approval as it occurs;
- e) The City will need to secure the required road right-of-ways and streetscape elements for the roads. Road dedications can be achieved either through subdivision or consent (severance);
- f) The development costs associated with the parkland within the Node will need to be estimated. These items should be included in the next Development Charges By-law to the extent allowable under the DC Act;
- g) Costs for streetscaping will need to be estimated this should be included in the next Development Charges By-law to the extent allowable under the DC Act.

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5) Servicing

- a) a comprehensive Master Servicing Strategy is required for the Corporate Centre. Funding to complete this Strategy will be accommodated via existing provisions in the current Development Charges By-law. Further, this project has been approved in the City's 2006 Capital Budget Program. The funding for construction of all required infrastructure as identified in the Master Servicing Strategy will be secured through development applications. Special area development charges may also be implemented for area specific infrastructure requirements.

6) Community Improvement Plan

- a) A Community Improvement Plan could be employed as a means for implementation to integrate the parks, open space and urban design objectives into a portion or all of the Node, as proposed by the Highway 7 Land Use Futures Study. Draft OPA 663 proposes to amend the Corporate Centre Plan (OPA 500) by including provisions which utilize the Community Improvement powers of Section 28 of The Planning Act to establish an incentive-based strategy to development.

Under this strategy, the identified areas normally display some or all of the following characteristics: inadequate infrastructure or community services, building or property deterioration, densities too low to support planned transit facilities, and site contamination requiring environmental site remediation. This strategy enables the City to engage in a variety of activities aimed at facilitating redevelopment, including acquiring, holding and preparing land for community improvements, constructing or rehabilitating buildings, selling, leasing or disposing of land and buildings, and making grants or loans to property owners to pay for the costs of rehabilitating lands and buildings.

Parkland Sites – Basis for Location and Need

A total of 4.5 ha of parkland is provided in ten locations within the Node (Attachment 3) The location of the parks was based on a number of criteria, including:

- 1) implementing the conceptual parkland framework that was developed through the study process;
- 2) responding to future development opportunities for commercial, mixed-use and higher density residential development;
- 3) an integration with transit initiatives;
- 4) providing a public presence and visibility in the area;
- 5) providing a practical distribution of parkland within the Node.

The conceptual land use demonstration plan that was prepared through the study process (Attachment 4) would require the provision of a total of 9.55 ha of parkland (based on the maximum standards of the Planning Act of 1 ha/300 dwelling units and 2% commercial land area). The land use demonstration plan is based on a review of land use opportunities within the area and a 2200 unit estimate contained in OPA 600. The implementation strategy identifies a total of 2520 residential units in high density and mixed use development, 53 ha of commercial, and 3.48 ha of mixed use commercial lands that could be accommodated within the Node.

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Recent discussions with owners of lands within the Corporate Centre regarding preliminary development proposals indicate that the projected number of dwelling units for the Node may be underestimated. Lands located at the east end of the Node (municipally known as 2900 Highway 7) has existing zoning (established in 2001) that permits a maximum of 1071 units. This property alone represents almost one-half of the total number of units projected for the Node. The Highway 7 Land Use Futures Study, which is nearing implementation stage of its recommendations, recognizes the potential for additional housing units as the Corporate Centre matures in response to the market place. The study indicates that the Node can accommodate well in excess of 600,000 sq.m. of gross floor area, which is beyond the upper limit originally anticipated in OPA #500.

Further, there is a deficiency of parkland in the overall Corporate Centre area due to in part to the surrounding employment lands. The closest existing park to the Node is located approximately 1 km to the west, west of Highway 400 on Blue Willow Drive. To the north, the closest park is located 4 kms away, north of Rutherford Road. To the east, Southview Park located between Keele Street and Dufferin Street, south of Regional Road 7, is 2.5 kms away. There are no parks between the Corporate Centre and the south limits of the City (Steeles Avenue). For these reasons, staff is looking for parkland opportunities just outside the Node/study area and within the Corporate Centre District.

Potential Parkland Sites Outside the Node

The Corporate Centre Node is located on the east side of Highway 400. Since the highway represents a significant physical barrier to the west, the logical area for additional parkland opportunities that would serve the Corporate Centre would be within the Corporate Centre District lands surrounding the Node east of the highway. Attachment 5 identifies the location and area of vacant lands that are located within the District surrounding the Node.

It is projected that 9.55 ha of parkland will be required from development within the Node, whereas 4.5 ha is proposed. At the present time, the adjacent District area has approximately 25 ha of vacant land (excluding lands with development approval/applications) and could provide up to an additional 5 ha of parkland in the form of one or two park sites. A larger "District Park(s)" would benefit future residents of the Node and the surrounding commercial/employment areas by providing for more active parkland activities such as baseball or soccer fields. Urban parks within the Node will be small in size and have more passive usage relative to a typical suburban park, which tend to be larger in size and have more active use. Urban parks also tend to be more expensive to construct and maintain relative to a typical suburban park.

Vacant sites within the District surrounding the Node east of Highway 400 should be examined further for potential parkland opportunities to serve the Corporate Centre area. Subject to Council's endorsement to look outside the Node (study area) for additional parkland, staff would identify the findings of this exercise and include any recommendations in the final report to Council.

Cash-in-lieu of Parkland Policy

Pursuant to Council's direction, all cash-in-lieu funds that are collected from development go toward land acquisition for parks. The proposed "urban" parks within the Corporate Centre Node will require special attention including additional cost of construction treatment, furnishing and maintenance of urban parks tend to be more expensive than the typical suburban park. Priority for obtaining parks within the Node should be achieved through parkland dedication at the time of development.

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Master Servicing Strategy Report and Plan for the Corporate Centre

The City will initiate a Master Servicing Strategy for the Vaughan Corporate Centre. The principal objective of this study is to develop a functional Master Servicing Plan to support the full build-out of the Corporate Centre. The report and plan will address sanitary drainage, water supply, stormwater management, preliminary grading, right-of-way cross section details, and the ring road overpass of the existing stormwater management pond near the northeast corner of Jane Street and Avenue 7.

The Master Servicing Strategy is expected to be completed by the end of 2006. The outcome of this project may effect the Final Master Plan of the Streetscape and Open Space Study and the implementation strategy. For example, the road cross-section details of the servicing study will identify underground utilities and services, which may have an effect on the location, type and size of streetscaping treatment within, and adjacent to, the planned roads. Similarly, the stormwater management component of the Servicing Study may determine and further refine some of the parks and open space areas, particularly in the vicinity of the storm pond and associated channel at Jane Street and Avenue 7.

Links 4 & 5 Environmental Assessment

OPA #528 identifies two future new roads (referred to as Links 4 and Link 5) to improve traffic movement in the vicinity of the Vaughan Corporate Centre ring road. The intent is that these links would facilitate north-bound highway and arterial road traffic exiting and entering the east side of Highway 400. The determination of these links would be through a completed Environmental Assessment. The Region of York has initiated an Environmental Assessment for Links 4 and 5 and associated road improvements at Highway 400 and Regional Road 7. It is expected that this EA will be completed in 2008.

Traffic Control/Design Feature

OPA #528 identifies a traffic control/design feature at the east and west limits of the Corporate Centre Node where the ring road intersects with Regional Road 7. The design feature will be composed of a centre island, bounded on the north and south by traffic lanes which provide for east-west flow. They will provide for right-in-right-out access and egress to the north and south segments of the ring road. The final form of the traffic control/design feature shall be established through the detailed design of the Highway 7 Corridor & Vaughan North-South Link Public Transit Improvements Environmental Assessment and to the satisfaction of the Region of York, the City of Vaughan (and the Ministry of Transportation for the westerly feature only). The Master Plan identifies design options at these locations. Development adjacent to these locations prior to the determination of the final form of the traffic control/design features may be allowed to proceed, subject to protecting for the road right-of-way/radius and satisfying all requirements of the City of Vaughan, Region of York and the Ministry of Transportation.

Next Steps

The next steps for the Master Plan Study are as follows:

- 1) Finalize the Draft Master Plan by incorporating comments from staff, Council and landowners
- 2) Present the Final Master Plan at a Public Hearing
- 3) Committee of the Whole meeting and recommendation
- 4) Implementation of the Plan (eg. Amendment to the Official Plan and/or Comprehensive Zoning By-law 1-88).

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A further analysis and report on determining the projected cost for park development and streetscaping within the Corporate Centre should be undertaken. There will be additional tasks to be undertaken that arise from this study, which address marketing strategies, wayfinding, lighting and sustainable development.

Relationship to Vaughan Vision 2007

The development of the Corporate Centre Streetscape and Open Space Master Plan Study reinforces Vaughan Vision 2007 and will result in the fulfillment of the following strategic priorities:

A-2 Promote Community Safety, Health & Wellness.

The provision of a high quality and balanced approach to a well-designed public and private realm, and constituent services, will enhance public safety.

A-4 Promote Economic Development.

The proposed Master Plan will serve as a promotional tool in its depiction of the Corporate Centre development and will encourage investment due to a clear design commitment to the public realm and associated private development.

A-5 Plan, manage and maintain, growth, development and infrastructure.

The proposed Master Plan will give assurance to the development community and to existing and future occupants, of the City's commitment to the area and signify the high level of development expected.

The development of the Corporate Centre will support transit use, and conversely, transit development will serve as a catalyst for the development of the Corporate Centre. The Master Plan is required to direct such development.

Conclusion

The Vaughan Corporate Centre Streetscape and Open Space Master Plan Study and Draft Master Plan document is approximately 85% complete. The proposed implementation strategy is an integral component of the study since it recommends how the Master Plan can be achieved.

Staff recognizes that there is a parks deficiency in the Corporate Centre area by virtue of the surrounding employment lands. The study's consultant proposes 4.5 ha of parkland in the form of ten parks to be located within the Node, whereas 9.55 ha will be required based on 2520 units. Staff has identified approximately 25 ha of vacant land in the District (excluding lands with development approval/application), adjacent to the Node and east of Highway 400, of which up to an additional 5 ha could serve as a District park(s) for more active use. Parks within the Node would be more urban, smaller and more passive. Pursuant to Council's direction to conduct work outside the boundary of the study area (Node), the Parks Department, in consultation with the Policy Planning/Urban Design Department, would further examine these vacant sites within the District and report back with recommendations as part of the final report on the study in the Fall 2006.

One of the key components of the implementation strategy for securing parkland in the Corporate Centre is to incorporate, by designation in OPA 500 (Corporate Centre Plan), the location and size of parkland, public open space and key natural heritage features. This would be followed by an amendment to Zoning By-law 1-88 to rezone these lands from C9 Corporate Centre Zone to an OS1 Open Space Conservation Zone for open space storm ponds and channels, and to OS2 Open Space Park Zone for parkland. This process will require a public hearing and would apply to any lands proposed for parks in the adjacent District.

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Another key component of the implementation strategy is determining the means for funding the construction of the proposed parks and streetscaping. An urban park has not been included in the current Development Charge By-law. The cost associated with these works should be reviewed and included in the next update to the Development Charges By-law to the extent allowable under the DC Act. Where the works identified for parks construction and streetscaping are in excess of City Standards allowable under the DC Act, a further report is required to identify alternative funding sources (ie. taxation) or amend the plan.

Staff is working with the consultant to finalize the Draft Master Plan. The finalization of the Master Plan should await the findings and conclusions of the Master Servicing Strategy for the Corporate Centre, which is expected by the end of 2006. Pursuant to Council's direction, Staff will proceed with pursuing the implementation strategy as identified in this staff report. Further public consultation and staff comments are required in order to finalize the document. City staff will continue to work with the consultant in terms of achieving further details on detailed streetscape, built form, stormwater management, sustainable development, and the implementation of a final plan. The study and plan must be completed before it can be implemented.

Therefore, it is recommended that the presentation from staff on the implementation strategy of the Corporate Centre Streetscape & Open Space Master Plan Study be received for information.

Attachments

1. Location Map
2. Corporate Centre Streetscape & Open Space Master Plan
3. Master Plan Concept
4. Conceptual Land Use Demonstration Plan
5. Vacant Land Map –Corporate Centre District (east of Highway 400)

Report prepared by:

Duncan MacAskill, Senior Planner, ext. 8017
Wayne McEachern, Manager of Policy Planning/Urban Design, ext. 8026
Diana Birchall, Director of Policy Planning/Urban Design, ext. 8411

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

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Item 2, Report No. 36, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on June 26, 2006.

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ELECTION SIGNS

The Committee of the Whole (Working Session) recommends:

- 1) **That the recommendation contained in the following report of the Commissioner of Legal and Administrative Services and City Solicitor, dated June 13, 2006, be approved, subject to the following:**
 - a) **inserting at the end of Clause 2 of the proposed amendment to By-Law 203-92 the words “anywhere in the City of Vaughan”; and**
 - b) **deferring Clause 4 of the proposed amendment to By-Law 203-92.**

Recommendation

The Commissioner of Legal and Administrative Services and City Solicitor recommends:

1. That the Sign By-law 203-92 be amended with respect to election signs;
2. That the Sign By-law 203-92 be amended to improve the enforcement potential of this By-law;
3. That the City Clerk be directed to provide public notice for these amendments for a date in September 2006; and
4. That this report be received.

Economic Impact

The imposition of a deposit on candidates will assist to defer the cost of illegal confiscating signs.

Purpose

This report is to provide draft amendments to the Sign By-law 203-92, as amended.

Background - Analysis and Options

Council, at its meeting of April 10, 2006, Item 3, Report 17, approved a number of recommendations relating to amendments to City of Vaughan Bylaw 203-92 (Sign Bylaw) as it relates to election signs. Council also requested a further report with respect to minimizing the location of larger signs.

As a result of feedback from numerous meetings and discussions on this matter, the proposed amendments to By-law 203-92 are as follows:

1. Candidates in municipal, provincial, federal or school board elections will be required to pay a deposit (\$150. for Ward Councillor, \$300. for Regional Councillor or Mayor, Provincial, or Federal office, and \$50. for School Board Trustees). Should signs associated to their campaigns be erected in a fashion contrary to the By-law, the signs will be seized and a fee of \$20. per sign will be charged. If fees exceed the deposit amount, legal action may be commenced to collect unpaid fees.

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2. Election signs can only be erected 21 days prior to the election date.
3. Vaughan will prohibit election signs on all public road allowances within the City of Vaughan; and Vaughan will request an amendment to the Region's sign regulations to allow the more restrictive regulation to apply within Vaughan.
4. The size of election signs on private property shall be restricted to 1.5 m², except on property abutting a roadway within areas designated by OPA 600 as a rural area.
5. Election signs that are confiscated shall be stored for a period of 7 days after which they will be discarded.
6. The By-law will be amended to enable charges to be laid against anyone causing or permitting signs to be erected in contravention of the By-law.

It is anticipated that these changes will reduce the proliferation of signs on public property, and reduce the size of most signs throughout the City. The deposit system will allow the City to cover at least a small portion of the confiscation costs associated with enforcement of the By-law without need for small claims court action.

In addition to the changes to the election sign provisions of the By-law, an addition of a presumption clause ("anyone who causes or permits...") is also being recommended. This addition will provide for increased enforcement possibilities related to placard signs and other types of illegal signage. This provision will allow Enforcement to charge owners of companies, that can be identified, for signs illegally posted, without any need to adduce evidence as to who actually erected the sign.

The City Clerk will be required to provide notice for the first available date in September in order to have these provisions in place in time for the up-coming municipal election.

Relationship to Vaughan Vision 2007

This report is consistent with the Vaughan Vision through promoting service excellence, community safety, and developing collaborative solutions. Staff resources have been allocated and approved.

Conclusion

The amendments outlined in this report address issues around illegal election signs and increased enforcement capabilities for illegal signage in the City.

Attachments

1. Map of OPA 600

Report prepared by:

Tony Thompson
Senior Manager, Enforcement Services

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

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2007: Managers, Supervisors
2008: All other Non-Union Employees

The new Performance Planning Process, along with the revised Performance Appraisal Form, has been presented to all Commissioners, Directors and Direct Reports for immediate implementation. A copy of the revised Performance Plan and Appraisal, the Guidebook, and an overview of the presentation is attached for information.

The Performance Planning Process contemplates the creation of development plans to redress performance which falls below expectations, and also to support the encouragement and learning of new skills and the early identification of leadership abilities to begin to develop succession planning within the organization.

Under the Management By-law, By-law No. 100-2002, there is no capacity to award an Incentive Payment to an employee based on excellence in performance other than where extenuating circumstances exist (i.e. strike, natural disasters, etc).

S.13 An incentive payment will be available to those management/non-union staff that qualify under the following criteria:

- *A special circumstance arose during the year that required the employee to provide service/duty over and above the normal course of his/her responsibilities;*
- *The special circumstance required extraordinary performance on the part of the employee;*
- *The achievement on the part of the employee was deemed valuable and necessary to the corporation;*
- *Examples of these circumstances would include: a labour strike, a weather disaster, an environmental catastrophe, a major loss of staff resources, etc.*

The incentive payment would be a maximum of five percent (5%) of the employee's annual salary. The payment would be made upon the authorization of the City Manager. The incentive would be a lump sum payment to recognize the performance of the employee during the special circumstance and would not affect the employee's placement on the salary schedule.

In order to effectively implement a Performance Management Process, it is necessary to be able to recognize and reward the quality of job performance, including the application and acquisition of job knowledge and skills development, and demonstrated leadership.

The Management By-law criteria should be amended to contemplate incentive pay for excellence in job performance. This would be achieved by revising the criteria set out in the By-law as follows:

An incentive payment may be earned by those management/non-union staff who, based on the successful completion of the annual Performance Appraisal, qualify under the following criteria:

- *An employee exceeds expectations in the performance of assigned duties and/or job responsibilities; or*
- *A circumstance arose that required the employee to perform over and above the normal responsibilities of the job, which performance was deemed valuable to the Corporation.*

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The incentive payment would be a maximum of five percent (5%) of the employee's annual salary. The payment would be made upon the authorization of the City Manager. The incentive would be over and above the base salary of the employee and would not affect the employee's placement on the salary schedule.

Relationship to Vaughan Vision 2007

This initiative supports the Vaughan Vision of Developing our Staff, and in particular, of 'attracting and retaining staff', 'encouraging learning and growth', and 'building positive staff morale'.

Conclusion

The Management By-law incentive payment criteria should be amended to contemplate incentive pay for excellence in job performance.

Attachments

1. Employee Performance Plan & Appraisal Guidebook
2. Employee Performance Plan and Appraisal Form
3. Performance Planning and Appraisal For Non-Union Employees – An Overview of the Revised Process and Form

Report prepared by:

Janice Atwood-Petkovski

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

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Item 4, Report No. 36, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on June 26, 2006.

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

The Committee of the Whole (Working Session) recommends approval of the recommendation contained in the following report of the City Manager and the Senior Management Team, dated June 13, 2006:

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.

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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;

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- 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.

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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;

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- 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.

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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.

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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,

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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;

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- 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".

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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 growthmanagement, 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

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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

Report Prepared by:

Roy McQuillin, Manager of Corporate Policy, ext. 8211

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

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Item 5, Report No. 36, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on June 26, 2006.

5

CORPORATE PROTOCOLS FOR EVENTS

The Committee of the Whole (Working Session) recommends approval of the recommendation contained in the following report of the Commissioner of Economic/Technology Development and Communications, dated June 13, 2006:

Recommendation

The Commissioner of Economic/Technology Development and Communications, in consultation with the City Manager, the Senior Management Team and the Director of Corporate Communications, recommends:

That the attached "Corporate Protocols For Events," revised June 5, 2006, be approved.

Economic Impact

N/A

Purpose

To obtain Council approval for the attached "Corporate Protocols For Events," revised June 5, 2006.

The purpose of revising and updating the protocols is to ensure that all the provisions are fair and inclusive.

These updated protocols are intended as guidelines for City staff responsible for organizing events. Previously attached to the "Corporate Policies and Protocols For Events," approved by Council on April 11, 2005, the revised protocols have been reformatted as a stand-alone document and indexed with section numbers for easy reference.

This report addresses Item 40, Report No. 54, Committee of the Whole, October 17, 2005 "that staff provide a report with respect to the Corporate Protocol Policy for opening city facilities" as well as the request from the City Manager in February, 2006 to review the event protocols.

This report supersedes two previous staff reports on this topic – "Corporate Protocol Policy with respect to opening of City facilities," submitted to CW working session of Nov. 29, 2005, and referred from Council meeting of Dec. 21, 2005 to working session of February 14, 2006; and "Corporate Protocol Policy for MPs and MPPs with respect to VIP seating and speaking arrangements at City events," submitted to the CW working session of Feb. 28, 2006.

Background - Analysis and Options

The following revisions to the "Corporate Protocols For Events" are presented for Council approval:

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 26, 2006

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EXISTING PROTOCOLS	PROPOSED REVISIONS
NO ITEM	1.1 Protocols are the formalities observed on a special occasion. They are intended as guidelines only. For formal or official events, protocols should be followed closely. Breaking with protocol or “exceptions to the rule” are acceptable on less formal occasions.
Event protocols apply to both City and Community Events, unless otherwise indicated.	1.2 Event protocols apply to all City Events. City events are owned and hosted by the City of Vaughan and involve City services or facilities. City events include: Canada Day, Concerts in the Park, Winterfest, Mayor’s Gala, Mayor’s Golf Tournament, Volunteer Recognition, Mayor’s Levee, grand openings of City facilities, park openings, program launches (i.e. Greening Vaughan), media preview events, flag raisings and other Council-approved events.
All event protocols for Community Events are presented as recommendations only.	1.3 All event protocols for Community Events are presented as recommendations only. Community events are organized and managed by a lead or host community group and funding for the event is solicited and managed entirely by that group. Host groups may include ratepayer organizations, service clubs, not-for-profit organizations, community interest groups, for-profit businesses, etc.
INVITATION LIST: The list should also include the appropriate dignitaries as well as the City staff who have worked on the project.	3.1 The list should include Members of Parliament (MPs) and Members of Provincial Parliament (MPPs) representing Vaughan, other appropriate dignitaries, as well as appropriate City staff.
EVENT PROGRAM: Sample Program Introduction by Master of Ceremonies (City Manager) City Welcome: Mayor Remarks: Regional and/or Ward Councillor, where appropriate Remarks: speakers designated by the MC Remarks: Community Representative Dedication: Relevant Person Unveiling of Plaque: Stage Guests	4.1 • Introduction: Master of Ceremonies (City Manager) • City Welcome: Mayor • Remarks: Ward Councillor, where appropriate • Remarks: Regional Councillor, where appropriate • Remarks: other dignitaries, where appropriate • Remarks: Community Representative • Dedication: Relevant Person • Unveiling of Plaque: Stage Guests

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EXISTING PROTOCOLS	PROPOSED REVISIONS
<p><u>Item 5, CW(WS) Report No. 36 – Page 3</u></p> <p>For City Events co-sponsored ... Introduction: Master of Ceremonies (City Manager) City Welcome: Mayor Partner Welcome: Partner representative Remarks: Regional and/or Ward Councillor, where appropriate Remarks: speakers designated by the MC</p>	<p>4.4 • Introduction: Master of Ceremonies (City Manager) • City Welcome: Mayor • Partner Welcome: Partner representative • Remarks: Ward Councillor, where appropriate • Remarks: Regional Councillor, where appropriate • Remarks: other dignitaries, where appropriate • Remarks: Community representative • Dedication: Relevant Person • Unveiling of Plaque: Stage Guests</p>
<ul style="list-style-type: none"> • Master of Ceremonies (City Manager) • Mayor • Ward and/or Regional Councillor(s), where appropriate • Member(s) of Council serving as Committee Chair(s) • Area MPP • Area MP 	<p>5.1</p> <ul style="list-style-type: none"> • Introduction: Master of Ceremonies (City Manager) • City Welcome: Mayor • Remarks: Ward Councillor, where appropriate • Remarks: Regional Councillor, where appropriate • Remarks: Member of Council serving as Committee Chair • Remarks: MPP, where appropriate • Remarks: MP, where appropriate
<p>For events associated with a specific City Ward, the Ward Councillor and/or Regional Councillor(s), where appropriate, will speak following the greetings from the Mayor or Acting Mayor.</p>	<p>5.2 For events associated with a specific City Ward, the Ward Councillor will speak following the greetings from the Mayor or Acting Mayor.</p>
<p>Members of Council serving as Committee Chair will be provided with a speaking opportunity at events relating to Committee activities. In most cases, the Chair will speak following introductions by the Master of Ceremonies and official greetings from the Mayor.</p>	<p>5.3 A Member of Council serving as Committee Chair will be provided with a speaking opportunity at events relating to specific Committee activities. For example, a Regional Councillor serving as Chair of the Environmental Task Force or the Communities In Bloom Committee will speak at events directly related to that committee's activities. In most cases, the Chair will speak following introductions by the Master of Ceremonies and greetings from the Mayor.</p>

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EXISTING PROTOCOLS	PROPOSED REVISIONS
<p><u>Item 5, CW(WS) Report No. 36 – Page 4</u></p> <p>ORDER OF SPEAKERS For events when representatives of the federal or provincial government are invited to participate, the Mayor, Members of Council and City representatives will speak first unless special circumstances dictate changing the order.</p>	<p>5.4 The participation of MPPs and MPs as guest speakers will only occur when that level of government has made a significant financial contribution to the program or activity being marked by the City event. In these situations, the Area MPP or Area MP would be invited to speak, where appropriate. The term “Area” refers to the MP or MPP representing the riding in which the event is being held. NOTE: Federal and Provincial government protocols will be followed, when requested and where appropriate – for example, the Premier may designate the senior MPP to deliver greetings on behalf of the provincial government.</p>
<p>For All Events The Mayor recognizes members of Council and the City Manager introduces appropriate staff.</p>	<p>5.7 For All Events – The Mayor recognizes Members of Council and other dignitaries, and the City Manager introduces the Senior Management Team, appropriate City staff, and project team members, where appropriate.</p>
<p>STAGE GUESTS: For City Events, stage guests should be limited to hosts and all Members of Council and those speaking or making a presentation during the program.</p>	<p>6.1 For City Events, stage guests will include the Mayor and Members of Council, the City Manager, senior staff where appropriate, and all special guests scheduled to speak or make a presentation during the program.</p>
<p>Non-speaking special guests will also be acknowledged during the program and provided special seating in a V.I.P. section, or reserved rows at the front of the audience seating. (Reserved seating should also be offered to the companions/family who accompany the special guests).</p>	<p>6.2 Non-speaking special guests will be acknowledged during the program and provided special seating in a VIP section, or reserved rows at the front of the audience seating. This will include all MPPs and MPs not scheduled to speak (see 5.4). Reserved seating should also be offered to the companions/family who accompany the special guests.</p>

Relationship to Vaughan Vision 2007

The establishment of a protocol policy for City and Community Events is in keeping with the emphasis on service excellence identified in the City’s strategic plan, Vaughan Vision 2007, in support of the goal (6.1) to “Establish Effective Internal Communications” by expanding and strengthening the level of communication services in support of the Mayor, Members of Council, Office of the City Manager and Departments (6.1.2). In addition, this policy initiative is consistent with the goal (6.4) to “Strengthen Corporate Image and Identity” and its objective (6.4.2) to “Create increased awareness of the City’s leadership on key issues and celebrate our successes and achievements.”

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

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Conclusion

Council approval of the revised “Corporate Protocols for Events” will ensure a fair and inclusive approach to event protocols and will provide City staff with guidelines to organizing and managing successful City events.

Attachments

Corporate Protocols for Events, revised June 5, 2006

Report prepared by:

Madeline Zito,
Director of Corporate Communications

Ted Hallas,
Manager of Corporate Communications

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