

APPENDIX A: BACKGROUND DOCUMENT REVIEW

1. Planning Documents

The Ontario Planning Act

The *Ontario Planning Act, R.S.O. 1990* is the guiding document for all land use planning in Ontario, with the objective of promoting sustainable economic development in a healthy environment. Sections 42 and 51.1 of the *Planning Act* establish a framework for parkland dedication, which provides approval authorities with powers to impose parkland dedication requirements as a condition of development or a plan of subdivision through site plan. These sections maintain that 2% for commercial and industrial land and 5% of residential lands be conveyed to the municipality for parkland or other public recreational purposes. In certain cases, where the approval authority has established specific policies regarding parkland dedication, the *Planning Act* allows the approval authority to require parkland at a rate of one hectare for each 300 dwelling units proposed. Alternatively, the *Planning Act* gives the approval authority to accept payment in lieu of parkland equal to the value of land required. The *Planning Act* establishes that the value of this land is determined the day or the day before the draft plan of subdivision is approved or the issuance of a building permit.

Further, Section 42 (6.2) maintains that the Council may reduce the payment of cash-in-lieu of parkland if a redevelopment project meets certain sustainability criteria established in the Official Plan, where the Official Plan contains policies regarding the reduction in cash-in-lieu payments, and where no land is available to be conveyed for park or other public recreational purposes.

Recent amendments to the *Planning Act* also give municipalities, through plan of subdivision approval as per Section 51(25), the power to require the dedication of rights of way for pedestrian and bicycle pathways; this is over and above the parkland dedication amount.

Section 37 of the *Planning Act* also permits municipalities to negotiate with developers to receive additional “public benefits” in exchange for an increase in height and/or density beyond current zoning regulations. The “public benefits” represent services, facilities, or matters that would not otherwise be provided for through the *Planning Act* or the *Development Charges Act* (such as improvements to existing or the development of new community centres and parks) and should generally be of particular benefit to the area in which the development is located. Any increase is subject to the principles of “good planning” and a reasonable balance between the negotiated benefit and the approved height and/or density.

Provincial Policy Statement

The 2005 *Provincial Policy Statement* (PPS) provides direction on matters of provincial interest as it pertains to land use planning and development. In support of the *Planning Act*, all planning matters must conform to the PPS. The PPS contains policies regarding a range of land use planning matters which encourage building strong communities, managing resources, and public health and safety.

The Province is currently updating the PPS and released draft policies in September 2012. The draft PPS seeks to build strong, healthy communities by, among other matters, recognizing the importance of parks and recreation, green spaces, trails and trail linkages. Section 1.5 of the draft PPS establishes the following policies for public spaces, recreation, parks, trails, and open spaces:

Healthy, active communities should be promoted by:

- a) planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction and facilitate active transportation and community connectivity;*
- b) planning and providing for a full range and equitable distribution of publicly-accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails and linkages, and, where practical, water-based resources;*
- c) providing opportunities for public access to shorelines; and*
- d) recognizing provincial parks, conservation reserves, and other protected areas, and minimizing negative impacts on these areas.*

Growth Plan for the Greater Golden Horseshoe

The Growth Plan (2006) provides a framework to guide sustainable development within the Greater Golden Horseshoe (GGH). As one of the fastest growing regions in Canada, this growth plan was necessary to address urban sprawl putting Ontario's natural heritage areas at risk, encouraging the development of higher densities across the GTA (including Vaughan) while improving quality of life and standard of living. With regard to parks and recreation, the Growth Plan maintains that urban centres will be the focal point for recreation opportunities, supporting large concentrations of residential, commercial and employment areas. The role of parks and recreation will continue to be a key factor in urban areas, particularly given that the Growth Plan establishes a minimum target for new residential development in built-up areas. The new Vaughan Official Plan was prepared following the release of the Growth Plan and meets or exceeds its minimum targets.

The Growth Plan also guides development of less urbanized areas, also known as Greenfield Areas. These areas will be promoted as livable areas, complete with a mix of parks, housing and employment opportunities, as well as a multi-modal transportation network that also supports walking, cycling and transit.

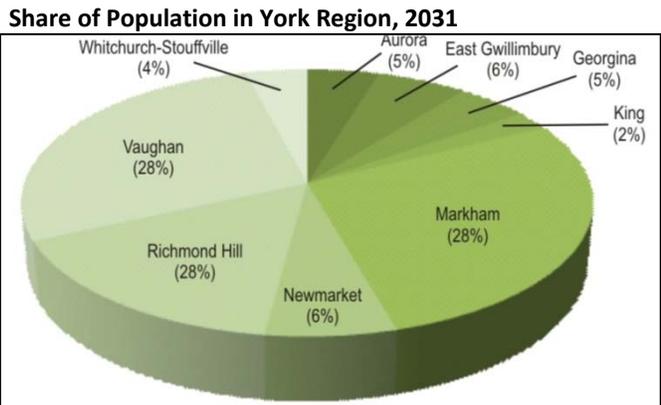
York Region Official Plan (2009)

The York Region Official Plan was adopted in December 2009 and was modified by the Ministry of Municipal Affairs and Housing in September 2010. The York Region Official Plan contains broad land use policies to which impact the Region's diverse communities, providing a planning framework that all municipalities must conform to. These policies guide economic, environmental and community decision making to manage growth and assist local municipalities with establishing more local-level policies. This Official Plan provides a strategic approach to building sustainable communities by addressing economic, environmental, and social issues and a framework to co-ordinate planning between municipalities.

This Official Plan identified a series of key trends facing York Region when planning for a sustainable Region, a number of which can be supported by the provision of parks and recreation facilities, programs and services:

- *An aging and diverse society;*
- *An urbanizing region defined by vibrant centres;*
- *The impact of the built environment on social cohesion among and within communities;*
- *Climate change, energy conservation and renewable sources of energy; and*
- *Societal health issues such as obesity, mental health illnesses, and cardiovascular and respiratory diseases.*

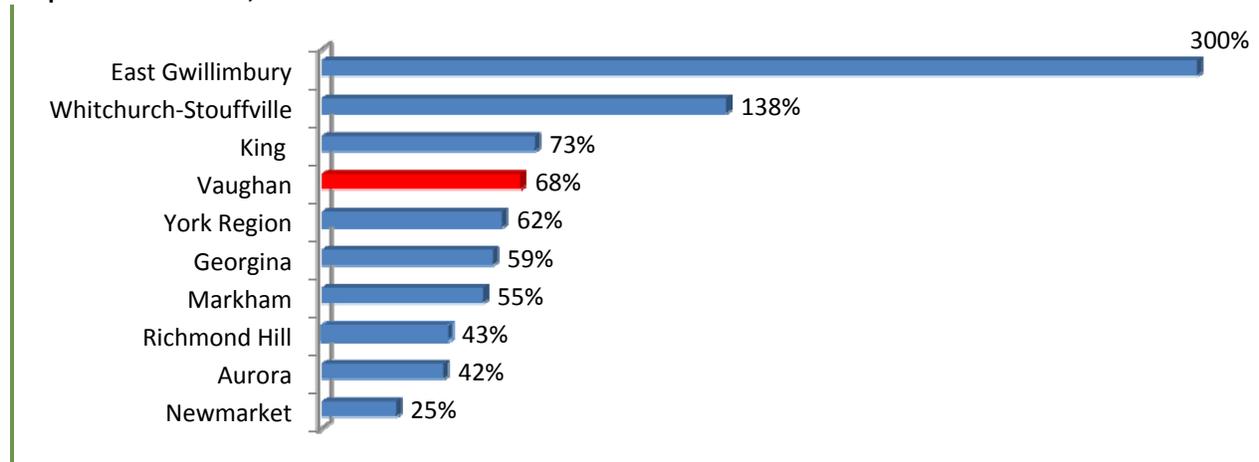
Section 5.1 of the York Region Official Plan contains a population and employment forecast for local municipalities between 2006 and 2031. Understanding population and employment growth patterns allow local municipalities to anticipate change and plan for the future. By 2031, Vaughan and Markham are projected to represent the two largest communities in York Region (28% each) as illustrated in the following figure.



Source: York Region Official Plan, 2009

Vaughan is expected to have a moderate level of growth, increasing by a healthy 68% by 2031. Some of the communities to the north that are currently less populated are expected to see significant proportionate growth. The following figure contains the population growth forecast between 2006 and 2031.

Proportion of Growth, 2006-2031



Source: York Region Official Plan, 2009

City of Vaughan Official Plan (2010)

The City of Vaughan Official Plan was adopted by Council in September 2010, modified and endorsed by Regional Council in June 2012, and subsequently appealed to the Ontario Municipal Board. As a result, it is not yet in full force and effect; however, it is anticipated that it will come into effect in the near future. Given that the Active Together Master Plan is forward thinking, it should consider the policies contained in the new Official Plan. The development of the new Official Plan has been guided by a number of planning documents in effect which contain a number of community structure and parkland policies including, but not limited to, the:

- Carrville District Centre (OPA #651)
- Woodbridge Community Plan (OPA #240)
- Kleinburg-Nashville Community Plan (OPA #610)
- Maple Plan (OPA #30)
- Thornhill-Vaughan Community Plan (OPA #210)
- Employment Area Plan (OPA #450)
- OPA #600
- OPA #398
- Kleinburg Core Area (OPA #633)
- Corporate Centre Plan (OPA #500)

The new Official Plan establishes a broad policy framework to guide sustainable growth and development. The visioning process conducted through public engagement for the development of the Official Plan defined eight key goals which are expressed below:

- *Goal 1: Strong Diverse Communities*
- *Goal 2: A Robust and Prominent Countryside*
- *Goal 3: A Diverse Economy*
- *Goal 4: A Vibrant and Thriving Downtown*
- *Goal 5: Moving Around without a Car*
- *Goal 6: Design Excellence and Memorable Places*
- *Goal 7: A Green and Sustainable City*
- *Goal 8: Directing Growth to Appropriate Locations*

Urban Structure

Vaughan's urban structure, discussed in Section 2, can be identified as five distinctive areas – Natural Areas and Countryside, Community Areas, Intensification Areas, Employment Areas, and the Parkway Belt. The Official Plan sets out a broad policy framework that directs the growth to the appropriate areas, while protecting and preserving Vaughan's natural areas. The Official Plan forecasts Vaughan to continue experiencing rapid population growth, accommodating approximately 416,600 persons by 2031. It is the policy of Council to direct this growth to Community and Intensification Areas of the City. Community Areas include the settlements of Woodbridge, Kleinburg, Maple, Thornhill, Concord, Vellore, and Carrville. The Official Plan maintains that these areas are predominantly low-residential areas and supporting compatible uses related to parks, community, institutional, and retail uses, and that new development in these areas will not detract from the existing urban form.

Intensification Areas are primarily areas that will accommodate Vaughan's 45% intensification target and are categorized into a hierarchy of mixed-use centres and corridors:

- *The Vaughan Metropolitan Centre functions as the City's downtown, which supports a range of uses and building sizes, and accommodates the Vaughan's tallest buildings.*
- *Primary Centres accommodate a wide range of uses and will have tall buildings, as well as lower ones, to facilitate an appropriate transition to neighbouring areas.*
- *Primary Intensification Corridors include both Regional Corridors and local corridors. They may accommodate mixed-use intensification or employment intensification.*
- *Local Centres act as the focus for communities, are lower in scale and offer a more limited range of uses.*

Section 7 of the Official Plan establishes policies regarding community infrastructure. The Official Plan maintains that it is the policy of Council to support and implement the City's Active Together Master Plan and update the Plan every five years to review service and population targets, and growth patterns. Section 7.2 contains policies regarding community services and facilities such as community centres and services and libraries. Section 7.3 also contains policies regarding the provision of Parks and Open Spaces.

Community Centres and Services

The Official Plan identifies that it is the policy of Council to plan, develop, and review existing areas to accommodate full-service community centres that provide a variety of community needs in addition to recreation such as residential, commercial, or retail uses. These centres should be responsive to Vaughan's diverse community needs, particularly in communities with multiple languages and high proportions of youth, seniors, immigrants, and those with social and financial barriers. The development of these centres and facility components should consider target populations and the goals and objectives of the Active Together Master Plan.

Libraries

Policies regarding the provision of libraries are contained in Section 7.2.4 of the Official Plan which establishes that libraries should be permitted in all residential, employment, institutional and mixed-use designations. It is maintained that specific library locations shall be identified through the secondary or block planning process in consultation between the public, City, and Vaughan Public Libraries. While libraries are encouraged to be co-located with other appropriate community facilities, the Official Plan also ensures that the development of new or refurbished libraries should be:

- *Conveniently accessible by transit, bicycle and on foot;*
- *Centrally located in the community which they service;*
- *Designed to incorporate green building standards as set out in Section 9.1.3 of the Plan; and*
- *Designed to support universal accessibility.*

Further, the Official Plan maintains that it is the policy of Council to implement the library facility objectives contained in the Active Together Master Plan, including targets for neighbourhood, community and resource libraries, through per capita targets for library facilities, and to ensure that existing and planned library facilities are sufficient to meet the needs of projected residential populations.

Parks and Open Space Types

In accordance with the Active Together Master Plan, the Official Plan maintains that it is the policy of Council to support the following parks and open space types:

Regional Parks

- Greater than 15 hectares
- Accommodate City-wide cultural, recreational, and entertainment events such as festivals, sport tournaments, and weddings
- Accommodate uses found in District Parks

District Park

- Greater than 5 hectares
- Accommodate recreational and athletic interests such as major sports fields, large skateboard parks, outdoor skating facilities, field houses, picnic shelters, off-leash areas, and aquatic/waterplay facilities
- The location of District parks should be coordinated with community centre sites to encourage shared use

Neighbourhood Park

- Generally between 1 to 5 hectares and within a 10-minute walk from the majority of the community served
- Provide active and passive uses to meet local community and City-wide needs
- The location of Neighbourhood parks should be coordinated with school sites to encourage shared use

Public Squares

- Less than 1 hectare in size or smaller and be located in intensification areas
- Support a range of neighbourhood-oriented social opportunities as well as City-wide entertainment and cultural events
- Include spaces for public art, small outdoor game areas, formal gardens, fountains and waterplay areas, and seating
- Include a mix of hard and soft landscaping
- Be highly visible along public street frontages
- Reflect high quality design and support year round use

Parks and Open Space Design

Parks and open space design considerations are contained in Section 7.3.2 of the Official Plan, which maintains that parks and open spaces should be designed to respond to their parkland classification type. Consideration should also be given to the planning context of the community, such as in intensification areas where parkland should be designed to be smaller in scale and accommodate less land-intensive activities. The naturalization of passive parkland should also be encouraged where appropriate to enhance the City's natural heritage network. This Section maintains that all parks should be located and oriented:

- *In a central location or in the community to be served in order to act as a focal point;*
- *Uninterrupted by major physical barriers, such as rail lines, arterial, and collector streets, and other physical barriers that restrict access,*

- *Accessible by transit, bicycle, on foot and by car;*
- *Highly visible with prominent public street frontage to enhance passive surveillance, and*
- *Connected to other parks, open spaces and natural features to create an interconnected network.*

The Official Plan also establishes that parks and open spaces should be designed to:

- *Accommodate a diverse range of both passive and active recreational activities, and have flexibility to accommodate new users or interests;*
- *Cater to a broad range of users by providing space and facilities that support a range of recreational facilities, ranging from sports fields to outdoor fitness areas and playgrounds;*
- *To reflect the needs of various cultural and ethnic groups;*
- *Accommodate universal accessibility and provide a range of activities for people with disabilities; and*
- *Incorporate best practice principles of sustainable design.*

Buildings or structures which are proposed should support the planned function and should be positioned and designed to:

- *Be a positive, attractive, sensitive and integrated element;*
- *Enhance, protect and restore existing vegetation and natural heritage features;*
- *Incorporate public amenities, including public art, and enhance the user experience of these areas; and*
- *Enhance open space linkages, public access, visibility and effective use of the park or open space.*

Where development is proposed to be located adjacent to parks and open spaces, it shall:

- *Be sited and designed to minimize rearlotting and the impact of shadows on the park or open space;*
- *Be oriented to maximize public access and views to such spaces, where appropriate;*
- *Present a primary and interactive façade to the park or open space; and*
- *Provide for casual overlook thereby increasing the passive surveillance and safety of the park or open space.*

Parkland Dedication

Vaughan's parkland dedication policies are contained in Section 7.3.3 of the Official Plan. In accordance with Section 42, 51.1, and 53 of the *Planning Act*, Vaughan is permitted to require the dedication of lands for parks or recreational purposes as a condition of residential, commercial and employment development. The Official Plan identifies that it is the policy of Council to consider the parkland objectives and targets established in the Active Together Master Plan in the application of parkland dedication requirements and that communities identified to be deficient in active and passive parkland be priorities in future parkland acquisition. It is maintained that only parkland classified as Regional Parks, District Parks, Neighbourhood Parks, and Public Squares be considered in the dedication of parkland.

For commercial and employment developments, the City shall require 2% of the land proposed for development. For residential development, the City shall require the greater of the following:

- *5% of the land proposed for development; or*
- *One hectare of land for each 300 proposed dwelling units.*

In certain instances, cash-in-lieu of parkland dedication may be required, or a combination of cash-in-lieu and parkland, in a value that is equal to the value of the land required for parks or recreational purposes. Receiving cash-in-lieu of parkland may be more effective in achieving parkland targets and objectives contained in the Active Together Master Plan, such as in Intensification Areas, where parcels may be too small for parkland dedication requirements.

Any land proposed for parkland dedication must be located in visible areas, promote linkages and a healthy environment, and be free of all encumbrances such as servicing easements and utility boxes. Further, Core Features, major utilities, buffer lands are not to be accepted as part of parkland dedication. In addition to parkland dedication requirements, the Official Plan identifies the following alternative means of establishing parkland include:

- *Land purchases;*
- *The provision of Section 37 of the Planning Act as set out in Section 10.1.2.9 (bonusing);*
- *Land exchanges or swaps;*
- *Partnerships and/or joint provision of land; and*
- *Establishment of a non-profit Parks Foundation to promote land donation and conservation easements.*

Cash-in-lieu of Parkland Dedication for High Density Residential Development (2012)

Staff reports were prepared in 2012 to assist Council in its review of cash-in-lieu of parkland dedication for high density development. Specifically, these reports outlined the policies, practices, and issues associated with increasing the current rate per unit for cash-in-lieu for parkland. In addition to receiving reports and communications, at its meeting on December 11, 2012, City of Vaughan Council approved the following:

- Implementation of the rate of \$6,000 per unit effective January 1, 2013; with an increase to \$7,500 per unit on May 1, 2013; and a further increase to \$8,500 per unit on August 1, 2013.
- That the current formula for estimating parkland credits, being “area of parkland dedicated x 300 u/ha equals the number of units to be deducted from total units on which cash-in-lieu is payable” continue to be used; and
- That staff be directed to complete a review of appropriate parkland credits for the intensification areas being the Vaughan Metropolitan Centre and the Yonge/Steeles Secondary Plan area and other Intensification areas throughout the City identified in the Vaughan Official Plan 2010, and report to a future Committee.

The new fixed unit rate is based on the lower end of medium density land values (\$885,000 per acre), rather than the previously used low density rate. This change was brought forward due to the increase in land values in Vaughan, the cost of acquiring land, and ease of administration. This increase in rates is based on market activity and a review of policies of other municipalities.

2. Corporate Reports

Strategic Plan (2007)

The City of Vaughan's Strategic Plan, known as Vaughan Vision 2020, outlines the City's vision and mission with direction to guide future growth and development. This Strategic Plan will assist the Vaughn with addressing key issues and pressing concerns currently facing the community with respect to safety, access to health facilities, the environment, traffic congestion, and issues related to growth and the quality of municipal services. It is Vaughan's mission to put residents first through service excellence and its vision is defined as:

'A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable.'

The City's strategic goals are structured around three key pillars of excellence in service, staff, and management. These goals are accompanied by a number of strategic initiatives to assist with achieving each of the desired goals. Most of the strategic goals and initiatives identified in the Strategic Plan that pertain to the provision of parks, recreation, and library facilities have been completed. The outcome of the Active Together Master Plan will continue to support, promote and implement these goals, aligning with the City's vision and mission statement.

Green Directions Vaughan (2009)

This document was created to establish sustainability goals for the City of Vaughan which will assist in guiding the development of future master plans towards achieving a healthy and natural environment, vibrant community, and strong economy. This document, was developed in response to Vaughan Vision 2020, and provides a series of recommended actions applicable to all corners of the municipal governing body. Further, Green Directions acts as Vaughan Integrated Community Sustainability Plan, to provide sustainable community direction regarding social, environmental, cultural, and economic objectives. The recommendations contained in this plan focus around six primary goals to ensure Vaughan continues to move forward in a sustainable manner.

The following table provides a summary of recommendations that may have potential relevance to the Active Together Master Plan. It should be noted that not all goals relate to active recreation and that some recommendations may be time-sensitive. As a result, some may have already been completed.

Goal 1: To significantly reduce our use of natural resources and the amount of waste we generate.

- Through the development of the City's new Official Plan, and in partnership with the Toronto and Region Conservation Authority, ensure protection of remaining natural features and explore opportunities for habitat restoration in headwater areas, along riparian corridors, and around wetlands

Goal 2: To ensure sustainable development and redevelopment

- Through the policies in the new Official Plan, create a Vaughan 2031 that has more intensification with increased height and density and mixed use in thoughtfully developed nodes and along transit corridors
- Undertake an Urban Forest Strategic Plan that will identify targets for the urban forest in the City and provide strategies for achieving it including planning, maintenance, species and planting recommendations
- Continue to develop a Parkland/Open Space Acquisition Strategy
- Develop a comprehensive Natural Heritage Strategy that examines the City's natural capital and diversity and how best to enhance and connect it.

Goal 3: To ensure that Vaughan is a city that is easy to get around with a low environmental impact

- Develop an implementation plan for the initiatives described in the City's Pedestrian and Bicycle Master Plan
- Develop and implement an Employee Trip Reduction/active transportation strategy for City Staff

Goal 4: To create a vibrant community where citizens, business and visitors thrive

- Develop an implementation plan for the initiatives described in the City's Active Together Master Plan
- Develop a strategy to increase support for and promotion of the arts and culture in the community
- Provide more partnership opportunities for existing non-profit and volunteer groups to meet the community's social, cultural and recreational needs
- Support outdoor recreation activities that engage citizens and visitors in our natural and green spaces as described in Vaughan's Active Together Master Plan
- Develop accessible service standards as part of compliance with the *Accessibility for Ontarians with Disabilities Act, 2005*

Goal 5: To be leaders in advocacy and education on sustainability issues

- n/a

Goal 6: To ensure a supportive system for the implementation of the Community Sustainability and Environmental Master Plan

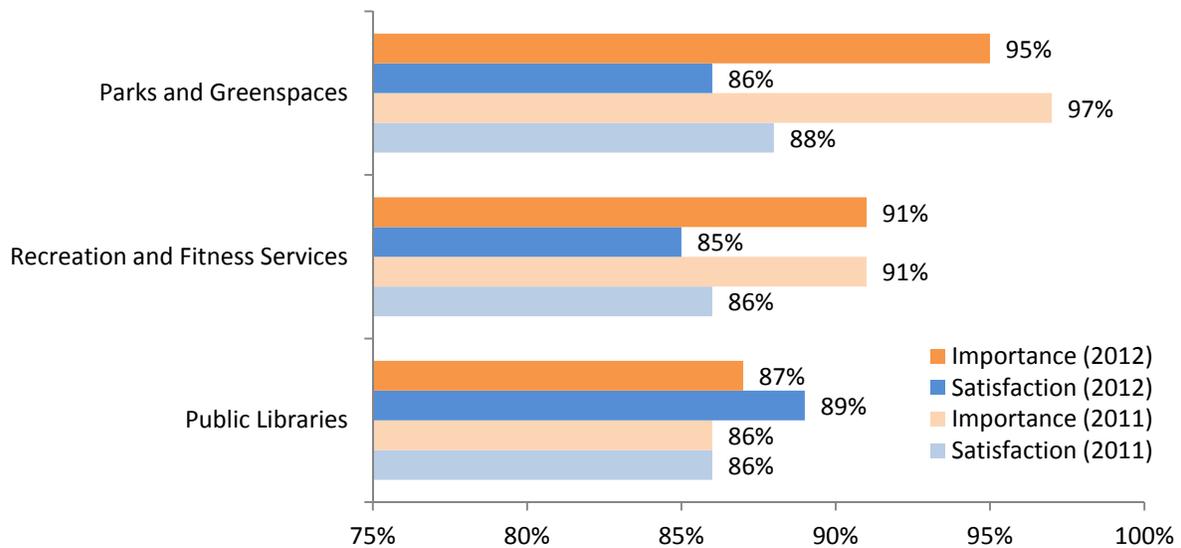
- n/a

City of Vaughan Citizen Survey (2011 & 2012)

A Citizens Satisfaction Survey was conducted in Vaughan in 2011 and again in 2012 to explore a number key areas including, but not limited to, top-of-mind issues, economic confidence, overall quality of life, perceptions of City services (including perceived important and satisfaction), and communication and information needs. The results of the survey indicated that residents generally found the quality of life in Vaughan to be very high. In 2012, 98% of residents ranked their quality of life to be 'Good' or 'Very Good', an increase of one percent from the previous year. Transportation remained the highest top-of-mind issue identified by residents, increasing from 38% in 2011 to 40% in 2012. This increase suggests

that more residents are becoming concerned about the sustainable nature of traditional transportation methods and Vaughan’s transportation network as a whole, particularly as a majority of households are commuters. Overall, residents were generally satisfied with most City services, with a satisfaction rating of 95% for both years.

The following graph contains a summary of the individual services evaluated in 2011 and 2012 with respect to parks, recreation, and libraries. The sum represents residents who found these services to be ‘somewhat important’ and ‘very important’ or ‘somewhat satisfied’ or ‘very satisfied’. Residents reported slightly reduced levels of satisfaction in parks and green spaces and recreation and fitness centres. Residents also reported higher levels of importance compared to satisfaction; this generally indicates that there is a gap in service where improvements can be made. Residents appear to be satisfied with Vaughan’s public libraries as importance and satisfaction levels have increased slightly from the previous survey.



Program Review (2012 & Ongoing)

The City has initiated a corporate-wide program review to examine the City’s programs and services and validate their alignment with the City’s vision, respect for taxpayer’s dollars and community interest. The Program Review provides a framework to consider the extent, and relative costs, of the various programs offered by the City, complemented with residents’ responses to the Ipsos Reid survey questions relating to the importance of, and level of satisfaction with, programs offered by the City. These two sets of information with respect to the City’s program offerings will inform and assist Council and staff in managing and prioritizing limited resources as the City sets its direction and reflects that direction in its multi-year budgets.

The Program Review filtered the City's programs through a Council approved framework based on the following questions:

- Is the program still in the public interest?
- Does this service fit with the public's priorities?
- Is the delivery of the program a legitimate and necessary role of the City?
- Should the program be realigned with other levels of government?
- Should it be delivered in partnership with the private or voluntary sector?
- Is the program affordable given our financial situation?
- Can the program be redesigned for efficiency?

This is an ongoing initiative that may result in changes to parks, recreation, and/or library programs and services.

City of Vaughan Development Charges Background Study (2008)

Note: The City is currently in the process of updating its Development Charges Background Study, with completion anticipated for 2013.

This Development Charges Background Study (DC Study) calculates the development charges for the City over a ten-year period (2008-2017) based on a review of forecasted population, residential and non-residential development. These forecasts are reviewed together with future capital projects, future operating costs and infrastructure required to service new development. Municipal services that are considered in the City's development charges include, but are not limited to, general government, libraries, fire and rescue, indoor recreation, parks development and facilities, public works, water/wastewater/stormwater, and roads.

The DC Study identified several large capital projects to occur over the DC Study's planning period based on the 2008 budget, draft Active Together Master Plan (2008) and discussions with City staff. One of these projects was the recently completed North Thornhill Community Centre in Block 10. Two other community centres were identified to be developed in Carrville (Block 11) and Vellore Village (Block 40/41/42), with construction anticipated by 2015 – land has been acquired for the Block 11 facility. Further, a fitness facility expansion is planned for Fr. Ermanno Bulfon and an addition is currently underway at Vellore Village Community Centre.

The DC Study identified the future development of two regional parks, including a 41 hectare park (a phase of the Maple Valley Regional Park) and a 25-hectare park (within the OPA 50 employment lands). 18 hectares of district parkland was also identified in addition to 60.3 hectares of neighbourhood parkland. Over 175 park facilities were also planned to be built over in the DC Study's ten-year period such as sports fields and playgrounds.

Three library projects were included as a part of the DC Study, all of which were identified in the previous Active Together Master Plan. This included a resource library at the new Civic Centre and libraries in the Carrville and Vellore Village areas.

Diversity – Vaughan’s Greatest Asset (2010)

Diversity – Vaughan’s Greatest Asset is a strategy that was developed in response to the City’s Vision 2020, which encourages the preservation and support of Vaughan’s diversity, arts and culture. This document reviews current policies and best practices, and provides a number of strategic initiatives that will assist with achieving this document’s vision:

‘To foster a community and corporation that protects human rights, promotes equality, inclusiveness and encourages creative cultural expression.’

This strategy establishes that, with respect to diversity, Vaughan’s most critical gap areas in need of improvement are:

- *Communicate to its citizens and employees, Vaughan’s commitment to diversity issues and inclusivity in its practices.*
- *Develop programs and services that promote a community that is inclusive, and celebrates cultural differences.*

A series of action plans were devised that focus around three key goals to assist with bridging these gap areas. The following table provides a sample of the action plans associated with each goal.

<p><u>Goal 1:</u> To communicate and promote the City of Vaughan’s commitment to a unified community that recognizes and is responsive to cultural differences, promotes and protects human rights, and celebrates diversity.</p>	<p><u>Action Items</u></p> <ul style="list-style-type: none"> • Establish in cooperation with schools, and other agencies/groups, a program and teaching materials on diversity and human rights. • Host an annual round table that focuses on emerging diversity issues and concerns and brings together the various cultural groups within the community.
<p><u>Goal 2:</u> To continue to foster a corporate culture that protects employee’s human rights, promotes inclusivity and provides opportunities in its employment practices.</p>	<p><u>Action Items</u></p> <ul style="list-style-type: none"> • Establish a communication campaign that focuses on information to the public on diversity and inclusivity and on related Provincial and Federal agencies and services. • Continue to offer and expand as required, the language line services at City facilities that provides free translation services to citizens.
<p><u>Goal 3:</u> To create opportunities for creative cultural expression and dialogue.</p>	<p><u>Action Items</u></p> <ul style="list-style-type: none"> • Develop programs that facilitate cultural expression and invite groups and citizens to participate in these programs to foster community pride and participation. • Integrate activities showcasing the cultures and traditions of diverse groups and include cultural activities in events and celebrations by the city or in partnership with groups and associations, in key community and corporate events and celebrations.

Accessibility Plan (updated 2011)

The City completes annual Accessibility Plans to improve opportunities and accommodate persons of all and abilities in the City of Vaughan. These plans are developed in response to the *Ontarians with Disabilities Act (2001)*, *Accessibility for Ontarians with Disabilities Act (2005)*, and Ontario’s *Integrated Accessibility Standards Regulation (IASR)*. In 2011, an update to the 2010 Accessibility Plan was undertaken to provide an overview of the previous achievements and outline strategies that will be phased in over the next few years. It is the goal of the City to create an accessible community by 2025 which will be achieved through the implementation of the Accessibility Plan. The objectives of the Accessibility Plan are expressed as:

- Respond to the priority needs of persons with disabilities.
- Outline corporate accomplishments in creating an accessible, barrier-free environment.
- Outline the City of Vaughan’s commitment to accessibility through the development of Vaughan’s Accessibility Plan.
- Communicate the objectives and accomplishments of the Vaughan Accessibility Advisory Committee.
- Identify corporate accessible customer service goals and objectives in order to remove barriers to customer service areas.

As a part of this Accessibility Plan, a number of department-specific plans were included. With respect to community services, a number of barriers to accessibility were identified regarding building and facilities, parks development, parks and forestry operations, and recreation and culture, some of which can be addressed through the development of the Active Together Master Plan. Each barrier type includes a suggested improvement, a strategy to overcome the barrier, and a completion date. The following table provides a brief overview of some of the barriers and suggested improvements identified in the 2011 Accessibility Plan.

Barrier to Accessibility	Suggested Improvement	Strategy for Completion
Access to specialized programs for persons with disabilities	<ul style="list-style-type: none"> • Develop and implement new specialized programs 	<ul style="list-style-type: none"> • Increase partnerships with community organizations
Access to facilities	<ul style="list-style-type: none"> • Conduct audits and review universal design features 	<ul style="list-style-type: none"> • Revise and enhance the existing accessible audit checklist
Inaccessible playgrounds	<ul style="list-style-type: none"> • All new playgrounds are designed with accessible features • Through the playground replacement program, continue to retrofit for compliance with accessibility guidelines and ensure accessible safety surfacing is implemented 	<ul style="list-style-type: none"> • Continue to ensure all new playground equipment have accessible components integrated into the design • Undertake a city-wide audit of play precincts and structures and develop a replacement program specific to accessibility

Barrier to Accessibility	Suggested Improvement	Strategy for Completion
Trails which have slopes and/or material rendering them inaccessible	<ul style="list-style-type: none"> • Enhance trail accessibility through the use of appropriate surfacing materials • Design trails with appropriate slopes that facilitate accessibility 	<ul style="list-style-type: none"> • Continue to construct accessible trails where topography permits • Undertake a city-wide audit of trails and develop mapping of areas that are not currently accessible in order to facilitate a retrofit program
Employment and volunteer opportunities for people with disabilities	<ul style="list-style-type: none"> • Increase opportunities for people with disabilities to obtain employment and volunteer experience 	<ul style="list-style-type: none"> • Increase opportunities for seasonal part-time jobs for persons with disabilities through the purchase of assistive technology

City of Vaughan Community Service Organization Policy

This policy establishes the requirements and application procedures for local groups to obtain a Community Service Organization status. This document establishes that there are a number of benefits to becoming a Community Service Organization that is affiliated with the City, such as a higher allocation priority as established in the Facility Allocation Policy, staff support, use of community centre lobbies for registration/fund raising, subsidized rates for facilities and services, and promotion through City resources.

City of Vaughan Partnership Policy

This document provides a framework for arranging or responding to proposals for potential partnership opportunities for the provision of municipal administration, services, or infrastructure. This document outlines various partnership types and provides direction on identifying and evaluating a potential partner. Forming partnerships provides a variety of benefits to the municipality and taxpayer including, but not limited to, creativity, innovation, alleviating capital and operating resources, and promoting economic development within the City as permitted under the *Municipal Act*.

City of Vaughan Facility Allocation Policy

This policy establishes the process for allocating, distributing, and administering the use of City-owned facilities to ensure that the allocation of facilities is fair, consistent, and equitable. This policy categorizes users and defines priority and rate groups. The City is categorized as priority one to ensure the adequate delivery of municipal programming, services and business. Children and youth, seniors, service and community groups make up priority two, followed by residents in priority 3, and commercial groups in priority 4. Non-residents are given the lowest priority. Facility allocation to each group is generally based on the allocation from the previous year, or a formal request must be submitted to the City.

Older Adult Clubs in the City of Vaughan Policy

This document (2011) contains the policy and operating procedures of the City's older adult clubs. This document outlines the roles, responsibilities, and requirements of older adult clubs and the City as well as policies regarding group requests, club space, and equipment. Procedures in this document pertain to membership eligibility, board governance, term of office, meetings and elections, and financial management. A number of information resources are also included to assist groups with various administration and management responsibilities.

3. Recreation & Culture

Creative Together – A Cultural Plan for the City of Vaughan (2010)

Recommended by the 2008 Active Together Master Plan, Vaughan's Cultural Plan was completed in 2010 to assist the City in achieving a more vibrant community. This Plan gives consideration to a number of community documents including, but not limited to, the previous Active Together Master Plan, Official Plan, and Vision 2020. This Plan provides an overview of cultural resources, identifies cultural challenges and opportunities, and provides strategic direction to address gaps in services and cultural facilities. The development of this Plan included a comprehensive research and analysis phase, cultural mapping exercise of existing facilities and services, and an extensive consultation program which assisted with developing key directions and strategies to guide the City.

A Vision Statement to capture the purpose of Vaughan's Cultural Plan is expressed as:

'In 2020, creativity and culture have been instrumental in Vaughan transforming itself into a distinctive, vibrant and sustainable urban municipality. The City is recognized for its success in integrated planning for culture in which culture is woven into all facets of planning and decision-making. Expanding creative cultural industries and a strong cultural sector are major drivers in a diversified leading regional economy. A 'culture of design' infuses decisions, producing a city that boasts exceptional quality of place with beautiful and memorable places throughout the community. Culture and heritage form the basis of a strong shared identity and pride in community. Vaughan communicates a unique image and identity regionally, nationally, and internationally.'

Through the extensive planning and engagement process undertaken for the development of this Cultural Plan, three distinct strategies and action plans emerged. The following contains a summary of actions corresponding to each strategy from the Plan.

Creative Economy

- Grow Vaughan's creative cultural industries
- Expand cultural tourism
- Strengthen festivals and events
- Develop a place-branding strategy

Creative Capacity

- Develop a cultural investment strategy
- Strengthen networking and leadership development
- Expand awareness and engagement
- Develop collaborative and diversified programming

Creative Places

- Develop an integrated 'systems vision' for cultural facilities
- Leverage land use policies to support cultural clusters
- Strengthen neighbourhood level cultural hubs
- Build culturally rich public spaces.

Relative to the Active Together Master Plan, the following actions and tasks stand out:

- *Action 2.4: Pursue opportunities for increased programming initiatives in community centres, civic spaces and with community partners.*
- *Task 3.1.1: Identify spaces in new buildings and those designated for adaptive re-use to provide a range of interconnected or stand-alone spaces to be used for cultural activity and initiatives.*

Youth in Action (2008)

Youth in Action was developed to evaluate current youth services in Vaughan, to identify pertinent youth needs with respect to recreation programming, and to provide direction on creating an action plan for the future delivery of youth services. This document reviews community youth demographics, trends and research related to youth and recreation, and summarizes consultation with over 1,200 Vaughan students at ten schools. The survey conducted for this study asked a variety of questions with respect to transportation, spare time, interests, issues facing youth, use and awareness of youth programs, and community involvement. The following provides a summary of the findings from the survey:

- The school bus was the most popular form of transportation used by respondents (28%), followed by walking (26%). Public transit was the least popular (10%).
- Theme nights were the most popular type of activity respondents would like to see offered at their community centre (45%), followed by drop-in sports (37%), swimming (35%), and skating (31%).
- 45% of respondents would like to see programs offered during the week between 6-9pm, followed by weekends between 2-5pm (25%), and weekdays between 12-2pm.
- 70% of respondents reported that they would like to see programs offered in their schools.
- 65% of respondents reported that they spend a majority of their time at home. 62% of youth spend their time at the mall, 53% of youth spend their time at movie theatres, and 16% of youth spend their time at community centres.
- 80% of respondents indicated that they spend most of their time in the community in which they live.
- 25% of respondents complete their volunteer hours at school, 17% complete their hours at other locations including, but not limited to, seniors' centres, community events, and sports organizations.

- 47% of respondents indicated that peer pressure was their main concern, followed by bullying, gangs and violence (40%). 35% of respondents felt that a lack of physical activity was a concern.
- A limited number of students are accessing Vaughan’s libraries on a weekly basis. Although it was identified that having internet at home reduces the need to go to the library.
- 45% of respondents indicated that they are willing to pay for the programs.

The following table provides a summary of the recommendations contained in this youth study.

Short-term Recommendations

- Develop and implement a marketing and communications plan
- Expand the scope of programs and selection for youth
- Increase participation in youth physical activities with an emphasis on female participation
- Increase the number of active youth memberships
- Increase youth participation in communities with limited access to program opportunities

Medium-term Recommendations

- Hire youth staff who can relate to youth issues, particularly female staff members who can engage female youth
- Make volunteer opportunities available to students
- Seek funding opportunities for youth programs

4. Parks & Trails

Pedestrian and Bicycle Master Plan Study, City of Vaughan (2007)

(note: this report has been updated as part of the City of Vaughan’s 2012 *Transportation Master Plan*)

The Pedestrian and Bicycle Master Plan Study (PBMP) (2007) guides the development and implementation of a programs and facilities to establish Vaughan as a pedestrian and cycle-friendly community over a 20-year period. This plan establishes a recommended network of on and off-road cycling facilities, multi-use trails, and provides recommendations to improve the pedestrian environment and support transit opportunities. This document also outlines the planning, design, and operation guidelines for pedestrian and cycling infrastructure in addition to supporting policies and programs to encourage walking and cycling not only as a recreational activity, but a viable means of transportation.

The vision of the PBMP is expressed as:

‘To develop a comprehensive and connected network of pedestrian and cycling facilities consisting of off-road multi-use pathways, on-road bike lanes and routes, boulevard pathways and sidewalks that will help to facilitate walking and cycling in the City for leisure and commuting purposes.’

To assist with achieving this vision, the PBMP’s main goals are:

- *Develop an understanding of the elements that affect walking and cycling in Vaughan.*
- *Establish standards, programs and implementation methods/approaches.*
- *Define implementation priorities*
- *Integrate long-term road and trail systems planning.*

- *Identify a seamless, clearly marked and signed network, featuring linkages to both existing and planned trails, routes, and on-road bike lane systems in the City and adjacent municipalities.*
- *Encourage multi-modal transportation facilities to multiply the benefits of intermodal and interconnecting terminals for pedestrian, bicycle, bus, rail, and automobile travel.*
- *Improve access to the network to ensure ‘connectivity’ among neighbourhoods and improve overall livability by finding creative ways to overcome barriers.*

As part of the PBMP, an interconnected pedestrian and cycling network was developed through an assessment of major attractions and facilities, key destinations, residential and commercial nodes, pedestrian environment, develop route selection principles, network system model, and extensive public consultation. Consideration was also given to the pedestrian and cycling environment, public transportation, road typology, and existing conditions. In addition to the City’s existing 17 kilometre network at the time, the PBMP recommended a total of 613 kilometres of trails to be implemented over three phases. The proposed network consists of multi-use recreational or boulevard pathways, bike lanes, paved shoulders, cycle routes, and hiking trails.

York Region Pedestrian and Cycling Master Plan (2008)

The York Region Pedestrian and Cycling Master Plan was developed in support of the Region’s Vision 2026 Plan to build a more sustainable Region. The Master Plan guides local municipalities in building an interconnected pedestrian and cycling network over a 25 year period. Further, the Master Plan provides a number of programs and initiatives to promote and encourage walking and cycling as well as planning and design guidelines to assist municipalities with the development of a sustainable transportation network.

The Master Plan’s vision is expressed as:

To create a pedestrian and cycling supportive environment that encourages both utilitarian and recreational travel by walking, cycling, and using public transit through:

- *Establishing promotional and educational policies and programs including a marketing strategy;*
- *A continuous system of sidewalks on Regional and local roads as well as a designated regional-scale network of cycling facilities; and*
- *A regional-scale network integrated with local municipal pedestrian and cycling infrastructure and public transit service that connects communities and people of all ages with where they live, work and want to go.*

The Master Plan’s primary goals are to:

- *Develop an understanding of the elements that affect walking and cycling in York Region;*
- *Provide a range of alternative transportation choices that will benefit residents, employees and visitors in York Region by improving public health and air quality while reducing dependence on the private automobile;*
- *Improve conditions for walking and cycling for people of all ages through the provision of a continuous pedestrian sidewalk and trail system and regional-scale cycling network;*
- *Integrate the improved sidewalk system on Regional roads and proposed cycling network with Regional transit; and*
- *Encourage people to walk and cycle more often for utilitarian, recreational and health purposes.*

As a part of the Master Plan, the Region conducted an assessment of existing conditions and identified major attractions and destinations. The Master Plan assessed the types of pedestrian and cycling infrastructure and developed implementation guidelines that were dependent on road type, traffic speed and volume. To identify optimum routes, a number of factors and evaluation criteria were developed based on safety, connectivity, convenience, attractiveness, cost, and route alignment. The Master Plan recommended a total of 1,927 kilometres of multi-use trails. The proposed trails include a range of trail types including multi-use trails, on-road bike lanes, paved shoulders, signed only routes, and sidewalks. With respect to Vaughan, 48.4 kilometres of sidewalks and 65.3 kilometres of cycling lanes are proposed along regional roads.

5. Libraries

Vaughan Public Libraries Strategic Plan (2012)

Building upon previous achievements and successes, the Vaughan Public Libraries Strategic Plan provides a guide for Vaughan Public Libraries (VPL) to continue its growth and development, and to identify future opportunities and challenges. Through an extensive review of demographics and emerging trends and issues in libraries, a number of strategic priorities and initiatives to achieve the priorities were developed which will guide the Public Library until 2015 and beyond. These priorities and initiatives focus around three broad statements which are expressed in the table below. This table only provides a sample of the many initiatives identified by Vaughan Public Libraries.

Empower People – Know our growing and diverse community, empower citizens and staff, and provide a relevant and responsive library system for all.	
Strategic Priorities	<ul style="list-style-type: none"> Collaborate with the community to ensure that all library services meet the needs of the citizens Promote the library’s collections, services, and resources to build a stronger awareness of the library and to attract new customers Foster ongoing staff commitment to provide excellence in library services
Strategic Initiatives	<ul style="list-style-type: none"> Create and implement a marketing and communications plan to attract new customers Explore options to better serve a time-pressured population Investigate new ways of communicating with staff to strengthen internal communications
Inspire Opportunities – Foster a learning, literate and successful community by advocating and supporting literacy for all ages.	
Strategic Priorities	<ul style="list-style-type: none"> Nurture the joy of reading and create an environment of lifelong learning for all Develop and provide programs, services and collections that educate and increase the knowledge of our diverse community Incorporate new technologies to support and enhance library service and encourage digital literacy
Strategic Initiatives	<ul style="list-style-type: none"> Extend partnership opportunities with local schools to foster collaboration and curriculum support Expand volunteer opportunities for community members Investigate new channels for delivering library collections and services

Build Community – Enhance library spaces, create welcoming environments and expand library areas beyond existing facilities.

Strategic Priorities	<ul style="list-style-type: none"> • Establish libraries as vibrant community gathering places, central to community life • Plan and construct new library facilities in accordance with growth and demand that achieve excellence in library architecture and interior design • Improve accessibility and convenience of library locations
Strategic Initiatives	<ul style="list-style-type: none"> • Recognize and respond to unique facility and design needs of various user groups • Develop library facilities that are conveniently located, designed, and equipped to meet the needs of our increasingly busy population • Provide convenient hours of operation in all library locations.

Vaughan Public Libraries Strategic Positions Papers (2012)

In 2012, VPL revised a series of strategic position papers to implement the most recent Library Strategic Plan. These Position Papers define a uniform standard of service and serve as a training tool for new and existing staff. A broad range of topics are covered and each Paper is described and summarized below.

Advancing Vaughan Public Libraries: Key Concepts and Principles

This Position Paper contains the key concepts and principles to support the strategic direction of the VPL Strategic Plan. These key concepts and principles are defined as:

Key Concepts and Principles	
<ul style="list-style-type: none"> • Commitment to customer service is unquestioned • Front line advocacy is emphasized • Customer engagement is valued • Customer empowerment is increased • Time constraints of the City of Vaughan’s busy residents are respected • A responsive staffing model is appropriate and adopted 	<ul style="list-style-type: none"> • A corporate culture of continuous learning for staff is required • Technological innovation is utilized • Evolving collection formats are acknowledged • Reading and research are celebrated • Response to the mobile culture is embedded • Facility ambiance is welcoming and existing • Merchandising practices are employed • The City of Vaughan’s vision of walkable neighbourhood communities is reflected

Customer Service Pledge & Principles

This Position Paper establishes VPL’s mission statement, customer service pledge, and customer service principles. The VPL mission statement is expressed as:

‘Vaughan Public Libraries offer welcoming destinations that educate, excite and empower our community.’

VPL’s customer service principles establish that library staff will be:

- Respectful
- Resourceful
- Proactive
- Pleasant
- Knowledgeable
- Efficient
- Discreet

Facilities Guidelines

This Position Paper establishes the design guidelines for constructing new or renovating existing facilities to ensure that the library facilities reflect the ultimate vision and strategic initiatives of VPL. These guidelines consider a number of design parameters which can be generally summarized in the table below. The facility guidelines are built upon four key considerations: general concepts, specific function areas, corporate standards, and exterior features.

<p><u>General Concepts</u></p> <ul style="list-style-type: none"> • Overall design • Green buildings • Building size • Accessibility • Technology • Ambiance • Flexibility of Space 	<p><u>Exterior Features</u></p> <ul style="list-style-type: none"> • Parking
<p><u>Corporate Standards</u></p> <ul style="list-style-type: none"> • Staffed service points • Merchandising and other display zones • Seating • Shelving and stacks • Lighting • Flooring • Signage • Storage • Food and drink 	<p><u>Specific Function Areas</u></p> <ul style="list-style-type: none"> • Marketplace • Children’s area • Teen area • Quiet reading area • Study area • Meeting and program rooms • Staff workrooms • Staff lounge

Information Services – Service Expectations

This Position Paper outlines the service expectations and procedures in the delivery of library services. This document establishes the priorities of service to be provided by the library (e.g., in person, telephone, email, etc.) and the types of customer services available. Such customer services available include, but are not limited to:

- Quick reference
- General Reference
- Location of Material
- Library Instruction, Orientation & Researchers’ Needs
- Reader’s Advisory
- Community information & referral
- Recommendation for purchase
- Telephone service
- E-mail librarian
- Interlibrary loan

Merchandising Best Practices

This Position Paper establishes the best practices for supporting and promoting knowledge, information, and creativity in support of strategic initiatives that encourage libraries to be designed and equipped to meet the needs of the population, enhance the user experience, and become exciting and vibrant community destinations. This Paper identifies key merchandising zones such as the entrance, marketplace area, and stackends. Merchandising standards are also discussed including displays, service points, library programs and events, book sales, community information, and posters.

Services for Adults

This Position Paper outlines the general principles for the provision of adult services provided by VPL in support of the Strategic Plan. A range of learning opportunities is available to adults including book chats, basic computer instruction, and research skills training. Some of the library's core principles for adult services include, but are not limited to:

- Provide and maintain a collection of high quality current resources in all formats suitable for adults in a diverse community.
- Assist and encourage adults to become independent library users through library orientation and instruction in the effective use of the library's online catalogue and databases.
- Provide access to technologies, free internet, and computer workstations with standard software.
- Offer a welcoming space where adults can meet, study, and engage with others.

Services for Teens

Similar to the previous Position Paper discussed, this Paper establishes the principles and teen services provided by VPL in support of the Strategic Plan. A broad range of programs and services are available to both local and non-resident youths including research skills and training, volunteering, author visits, early harvest, summer reading and a variety of library-based classes. A number of core principles for youth services include, but are not limited to:

- Provide and maintain a collection of high quality current resources in all formats suitable for teens in a diverse community.
- Actively assist teens in the development of their research skills.
- Promote literacy through innovative programming for teens.

Services for Children

This Position Paper outlines the services that VPL offers to children and parents/caregivers. A number of library-based programs are available that promote literacy among children and stimulate young minds. Such programs include early literacy, reading buddies, author visits, summer and March break reading club, family literacy day, and group/class visits. Some of the library's core principles for children's services are expressed as:

- Promote literacy through innovative programming for children and their parent/caregiver.
- Provide and maintain a website designed specifically for children.

Vaughan Public Libraries User Analysis (2011) & Non-Cardholder Analysis (2012)

The Vaughan Public Libraries User Analysis and Non-Cardholder Analysis reports provide an overview of library user demographics, behaviour, and usage patterns of active and inactive cardholders between 2009 and 2011. It is revealed that over 120,333 Vaughan residents are active cardholders, representing 92% of all cardholders and a penetration rate of over 41%. The most common non-resident active cardholders are located in Richmond Hill, Markham, and Toronto. Most frequent library users were generally identified as upscale, older ethnic neighbourhoods, midscale, younger ethnic neighbourhoods, and younger immigrant families.

6. Other Documents

Living in York Region – Vital Signs (2011)

This document contains a review of York Region’s community health based on evaluating a series of community indicators to ensure growth continues in a sustainable manner. Over the past four decades, York Region has grown at an astronomical rate, placing pressures on sustainable transportation and housing opportunities. As a result, understanding the Region’s demographic and growth patterns will allow communities to respond to needs. This document reviews 12 key areas:

- Health and Wellness
- Environment
- Getting Around
- Gap Between Rich and Poor
- Housing
- Learning
- Work
- Economy
- Arts and Culture
- Safety
- Getting Started
- Belonging and Leadership

These indicators can also be used as a benchmark with regional communities as well as the Province. The source data for most indicators is Statistics Canada (2006) as well as a variety of other local sources which are supplemented with public consultation initiatives. Some key findings of the research include:

- 45.0% of residents aged 12 years and over in York Region were physically active or moderately active in 2010, compared to 50.4% provincially and 52.1% nationally.
- For people and families on a fixed income, there often isn’t anything left in the household budget for recreation or culture after paying for shelter, food and other basic needs.
- Access to culture or recreation in York Region requires a car – some would like to see more neighbourhood-scale facilities in addition to large-scale ice pads and recreation centres.

Where applicable, these statistics and findings will be used to inform the Active Together Master Plan in subsequent project phases as they provide pertinent information that supports the need to provide active recreational opportunities.

City of Vaughan Social Services Study (2009)

This Study was completed to provide the City with direction on developing the new Official Plan with respect to issues regarding the provision of social services. The main objective of this study was to review the current state of social services in Vaughan by analyzing key trends, research and data, and identify steps to improve access to these services. This Study focuses on six key areas: children and families; youth; seniors; affordability, housing, and income; and physical and mental health. Each of these focus areas contains a community overview and the implications on social services in Vaughan, followed by Strategic Actions and recommendations to be considered in the development of the Official Plan.

Strategic Actions contained in this Study that have regard for Parks, Recreation, and Libraries include:

- *Promote the 'School as Hub' concept detailed in the Province of Ontario's Early Learning Report. Encourage schools to develop as a centralized location for 'children's learning, care, health, culture, arts and recreation.'*
- *Coordinate with the Department of Recreation and Culture to include more diverse programming offerings at a variety of locations in the city. Establish relationships and contacts with community leaders, partner on events to show a City interest in diverse programming.*

Study recommendations for the City's Official Plan (since developed) regarding Parks, Recreation and libraries include:

- *Encourage the development of smaller scale community recreation spaces within neighbourhood blocks to provide places for youth to easily engage in programs within their neighbourhoods.*
- *Encourage the use of urban design guidelines to plan healthy, walkable communities that are well connected to recreational trails, public spaces and amenities.*