

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 15, 2016

Item 3, Report No. 40, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on November 15, 2016.

3 BEAUTIFICATION STRATEGY- VAUGHAN A BEAUTIFUL EXPERIENCE ALL WARDS

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the City Manager and the Director of Transportation Services, Parks and Forestry Operations, dated November 7, 2016, be approved and staff take into consideration all the comments made at the meeting by Members of Council; and
- 2) That Communication C2, presentation material titled “Vaughan A Beautiful Experience, Horticulture Strategic Plan”, dated November 7, 2016, be received.

Recommendation

The City Manager and the Director of Transportation Services, Parks and Forestry Operations, in consultation with the Manager of Corporate Asset Management, recommend:

1. That Council endorse ‘Vaughan, A Beautiful Experience’, set out as Attachment 1.

Contribution to Sustainability

This report contributes to the goals and objectives within Green Directions Vaughan, The City’s Community Sustainability and Environmental Master Plan, specifically:

Goal 2: To ensure sustainable development and redevelopment.

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

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

Economic Impact

Identified in the 2017 capital project submission is a request for \$247,200.00. The funds are identified to assist in highlighting Canada 150th anniversary celebration through horticultural enhancements at various locations across the City. The funds will also be assigned to begin implementation of the strategy with infrastructure investments in newer technology, self-watering/reservoir style planters and baskets and to address the areas of the City where there are deficiencies in horticulture assets.

The City has also applied for an external grant through the Canada 150 Fund; results of the funding submission are anticipated in the next three – six months.

Communications Plan

Part of the strategy is to work with the community and various community groups, to encourage participation in making Vaughan beautiful. Pending approval, a comprehensive communications plan with public engagement as a core activity will be developed to inform residents of the new beautification strategy and how they can actively participate.

There will be an additional promotion for the Canada 150th anniversary celebration, to encourage residents to beautify Vaughan through our existing program, Curb Appeal.

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EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 15, 2016

Item 3, CW(W/S) Report No. 40 – Page 2

Purpose

The purpose of this report is to address Council's concerns that were raised at the November 15th, Finance Administration and Audit Committee meeting, regarding the distribution of the City's horticultural assets including planters, shrubs, flowers, beds and baskets. The objective of the strategy is to leverage the findings from the surveys which staff have outlined in a terms of reference study. Findings presented to Council include:

- The establishment of the Beautification Levels of Service for the City of Vaughan's assets;
- The categorization of the City's horticultural assets; and
- Development of a prioritized list of assets for beautification in celebration of Canada's 150th anniversary of Confederation.

Background - Analysis and Options

The City of Vaughan historically has not had a clear strategy for beautification. The efforts to beautify the City have been focused on select areas based on the availability of funding and resulted in an unequal distribution of horticultural assets.

December 15, 2015 Council Meeting Adoption

Proposed at the November 15th FAA committee meeting and adopted at the December 15, 2015 Council meeting, Staff were directed to report back on the following:

1. That Finance and Public Works staff confirm how much has been spent from the Keele Valley reserve to date for the projects and initiatives in the Maple area:
2. That staff explore the feasibility of using the Keele Valley Reserve on a go forward basis to fund streetscape and floral displays city wide, with priority being given to the Wards that are severely deficient; and
3. That staff prepare a list of possible projects in each Ward that could be funded from this reserve and report back to Council by June 2016:

Terms of Reference for the Beautification Strategy

From Council's directive, staff embarked on an analysis of horticulture operations, how areas and locations should be identified and how to equitably distribute horticultural assets. Staff also took into consideration Canada 150th anniversary celebration and how the City could celebrate this year long event through legacy projects in each Ward.

Beautification is a subject of interest to all constituents of a municipality and one that is passionately debated, yet there is no commonly accepted view of beautification. No peer municipality has been able to put forward a system of metrics to guide beautification efforts. This represents a leadership opportunity for Vaughan Staff to develop such a system.

A study was commissioned to understand what beautification means to the constituents of the City of Vaughan and to understand the strategies implemented by the City of Vaughan's peer municipalities.

In order to obtain a local understanding of beautification, a number of surveys were developed aimed at several target groups. Staff contacted peer municipalities and community groups and, provided an online survey for City of Vaughan citizens and City staff.

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The findings showed:

- That there are no definite parameters established by other communities.
- Along with other methods, municipalities employ horticulture to enhance the beautification of streetscapes in priority areas.
- Common assets utilized included floral displays, hanging baskets, planters, trees, as well as signage, banners and murals.
- Constituents focus was on flowers and shrub beds as the most important beautification presentation.

Methodology

The data gathered from the research revealed valuable insights into our current practices, challenges, and suggestions for a beautification strategy that is tailored specifically to Vaughan.

The qualitative research conducted was an in-depth review of available information on municipal websites as well as in depth questionnaires sent to appropriate departments of those municipalities. The questions were developed to address the following objectives:

- Determine current definitions of beautification.
- Determine if a beautification strategy was being implemented.
- Understanding the beautification priorities.
- Establish whether quantitative metrics are in place to measure beautification.
- Determine the extent and sources of funding for beautification.
- Determine whether beautification is a municipal wide effort or driven by small number of departments.
- Determine the level of community involvement in the beautification effort.

To assist in understanding constituents' views and preferences a survey was conducted utilizing social media channels. The City of Vaughan Corporate Communications Department launched this survey through the City's website and received 289 responses.

Community groups, Kleinburg Business Improvement Association, Thornhill Garden and Horticultural Society, Woodbridge Horticultural Society and York Fusion Gardening were also provided with questionnaires.

Twelve (12) municipalities were selected based upon population size approximately similar to Vaughan, proximity to Vaughan and reputation for beautifying their municipality. Eight (8) municipalities responded to the survey, most municipalities employ horticulture to enhance beautification of streetscapes in priority areas. Horticulture is also used by some municipalities for destination parks.

Proposed Levels of Service

The level of service introduced in the beautification strategy is derived largely from the system used by Vaughan's Urban Planning division of Development Planning Department. The reasons for adoption of this system are:

- To ensure resources are being distributed as the result of a transparent, fair and independent process that reflect the values of the community.
- To enable the implementation of a maintenance regime that is aligned with the new classification system.

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EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 15, 2016

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- To facilitate a smooth transition of horticultural assets from Development Planning to Horticulture as both organizations will utilize a common language and planning framework.

The levels of service are broken down into four (4) categories:

- Basic
 - Low urban intensity
 - Minimal pedestrian connections
 - No distinctive community identity
 - Little opportunity for economic development and/or no space for upgrades
- Standard
 - Urban intensity
 - Moderate pedestrian and vehicular traffic
 - Ratepayer association
 - Limited opportunity for economic development or space for upgrades
- Enhanced
 - Higher urban intensity
 - Good pedestrian accessibility
 - Popular commuter route
 - Active Heritage site
 - Good opportunity for economic development or space for upgrades area
- Premium
 - High urban density
 - Significant Civic/Cultural importance
 - High traffic volume
 - Significant community identity
 - Key area for economic development
 - Space available for upgrades

Prioritization Factor

Using a prioritization scheme gives Staff the opportunity to use horticultural resources more effectively.

Several criteria can be used to identify those locations that can make the largest impact from a beautification investment. Considerations include the civic and cultural importance of the site, visibility to both pedestrian and vehicular traffic, its linkage in terms of the community, the ability to drive tourism and economic activity, proximity to an area acknowledged significant and the opportunity to accommodate horticultural investment.

Criteria Factors:

- Identified urban location
- Pedestrian connections to other areas
- High travel demand
- Community identity is present
- Identifies as a key area of economic development or tourism
- Proximity- adjacent land use supports upgraded streetscape
- Opportunity/space exists for upgrade

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Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

In consideration with the strategic priorities related to the Term of Council Service Excellence Strategy Map (2014 – 2018), the strategy plan – *Vaughan A Beautiful Experience* will give clear direction for horticulture in the future, and with the implementation of new technologies, staff time will be maximized.

- *Invest, renew and manage infrastructure and assets*
- *Continue to cultivate an environmentally sustainable city*

Regional Implications

Staff will continue to work with the Region through the Municipal Streetscape Partnership Program funding application to collectively identify important gateways and features along Regional roads.

Conclusion

The new strategy will enable the City of Vaughan to fulfill the definition of beautification, making improvements in the public realm through the use of horticultural assets.

The beautification strategy takes Horticulture in a new direction. The implementation of the proposed framework will establish clear levels of service, which do not currently exist. It also set clear direction for the division and clear expectations for all stakeholders.

A new maintenance regime will be developed that will be tailored to the new site classifications with priority sites receiving the highest level of service and lower tier sites receiving levels of service in accordance to Horticulture's resourcing levels.

It will also enable the City to meet the expectations of the residents who have expressed, through the survey the importance of flowerbeds, shrubs and trees making a city beautiful.

Finally, it will put the City of Vaughan in a leadership position for a Horticultural strategy compared to other municipalities.

Attachment

1. Vaughan A Beautiful Experience.

Report prepared by:

Samantha Lippa, Business Analyst
Joerg Hettmann, Manager Parks and Roads
Jay Todd, Manager Forestry and Horticulture

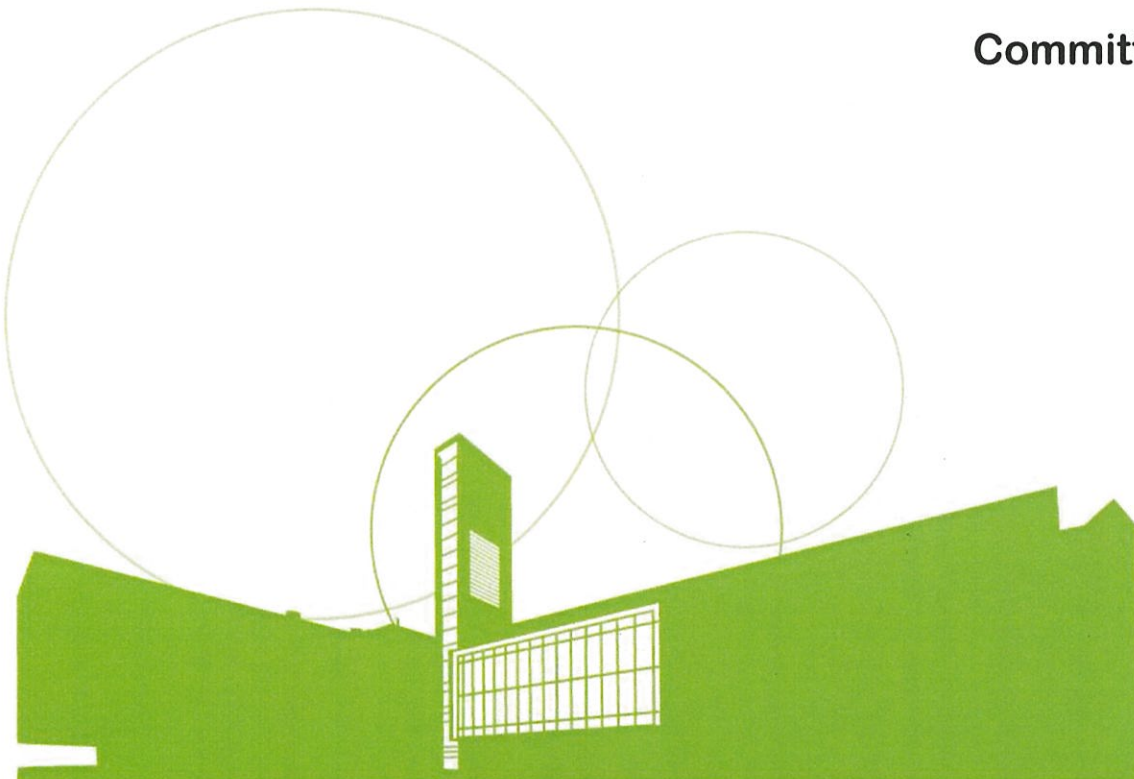
(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

C <u>2</u>
COMMUNICATION
CW (WORKING SESSION)
<u>Nov 7/16</u>
ITEM - <u>3</u>

Vaughan A Beautiful Experience

Horticulture Strategic Plan

Committee of the Whole Working Session
November 7, 2016



Terms of Reference

- Received input from:
 - 8 Peer Municipalities
 - 2 Community Groups
 - 289 City of Vaughan Constituents



Beautification is...

The process of making improvements to the public realm through:

- The use of horticultural assets such as shrub beds, hanging baskets and barrels.

These areas include entrance features such as:

- Public buildings,
- Buildings of historical or cultural importance; and
- High visibility areas.

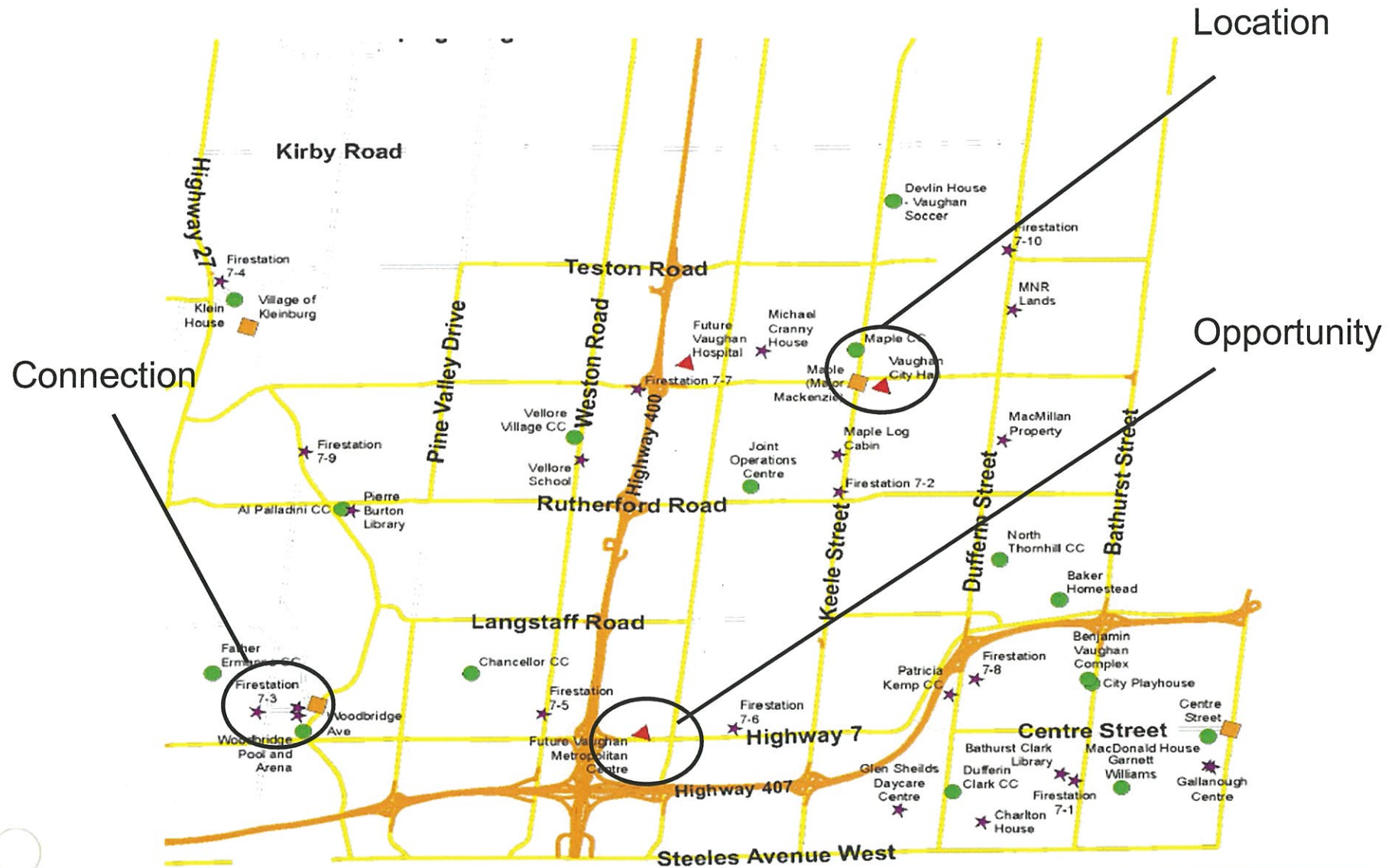


Where are We Now

- The City presently maintains approximately
 - 1,300 planters and baskets
 - 200 flower bed locations
 - 500 shrub bed and border locations



Classification Scheme



VAUGHAN

Levels of Service

Implementation of the maintenance regime is aligned with the new classification system



Moving Forward



1. Strategic Direction
 - Complete Inventory
 - Focus on Enhancement
 - New Direction for Horticulture Team
2. Improve Resource Planning

Islington
Ave &
Sonoma
Blvd

City Hall

Vellore Hall

Islington
Ave &
Major
Mackenzie
Dr.

Ten Oaks
Blvd &
Autumn Hill
Blvd

Centre St
& Yonge
St

CANADA 150
1867-2017



VAUGHAN

Key Deliverables

Five Year
Strategic Plan

Standard
Operating
Procedures



Advisory
Committee

Horticulture
Manual



BEAUTIFICATION STRATEGY- VAUGHAN A BEAUTIFUL EXPERIENCE
ALL WARDS

Recommendation

The City Manager and the Director of Transportation Services, Parks and Forestry Operations, in consultation with the Manager of Corporate Asset Management, recommend:

1. That Council endorse 'Vaughan, A Beautiful Experience', set out as Attachment 1.

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Attachment

1. Vaughan A Beautiful Experience.

Report prepared by:

Samantha Lipa, Business Analyst
Joerg Hettmann, Manager Parks and Roads
Jay Todd, Manager Forestry and Horticulture

Respectfully submitted,

Daniel Kostopoulos
City Manager

Zoran Postic,
Director of Transportation Services,
Parks & Forestry Operations

Vaughan

A Beautiful Experience



Executive Summary

The recent “Beautification Strategy: Terms of Reference” study clearly indicated that beautification is an important concern of the City of Vaughan’s constituents. In particular, constituents view flowers and shrubs as very important in the beautification of the City. The study also revealed that peer municipalities do not have well defined strategies to implement beautification, which presents an opportunity for the City of Vaughan to become a leader in this space.

This report, “Vaughan: A Beautiful Experience”, builds on the findings of the study and has two objectives:

- To outline a general strategy for the beautification of the City of Vaughan
- To outline beautification plans for the Canada 150th Anniversary celebration

Much like its peers, no system or strategy is currently in place to provide clear direction for Horticulture, define levels of service, or set clear expectations for all stakeholders.

The proposed strategy addresses these shortcomings and implements a beautification framework that features 4 Levels of Service:

1. Basic
2. Standard
3. Enhanced
4. Premium

The framework has guidelines that classify City of Vaughan assets into these categories and proposes an appropriate selection of horticultural assets and service levels for each.

In view of the upcoming 150th Anniversary of Confederation celebrations, the following sites have been selected for enhanced beautification:

1. City Hall
2. Kleinburg: NW corner of Islington Avenue and Major Mackenzie Drive
3. Islington Avenue and Sonoma Boulevard
4. Weston Road: Old Vellore Village – Comdel Boulevard to Ashberry Boulevard
5. Dufferin Street: Ten Oaks Boulevard to Autumn Hill Boulevard
6. Centre Street and Yonge Street

This report also outlines efforts with service groups and other City of Vaughan departments to foster community ownership of these 150th Anniversary sites.

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Introduction

The City of Vaughan historically has not had a clear strategy for beautification. The efforts to beautify the City have been focused on select areas based on the availability of funding and resulted in an unequal distribution of horticultural assets. The lack of a clear maintenance strategy has also left some of these assets in less than optimal condition.

A recent study was commissioned to understand what beautification means to the constituents of the City of Vaughan and to understand the strategies implemented by the City of Vaughan's peer municipalities. Inputs were also obtained from strategic community groups and City of Vaughan staff.

The ensuing report, entitled "Beautification Strategy: Terms of Reference", used inputs from these groups to derive a definition of beautification, a necessary first step in the development of a strategy:

"Beautification is the process of making improvements in the public realm through the use of horticultural assets such as shrub beds, hanging baskets and barrels".

The response from the survey of City of Vaughan constituents clearly underscored this definition as 80% of respondents stated that flowerbeds, shrubs and trees made a city beautiful and 95% stated that flowers and shrubs were important or very important in the beautification of a city. The survey of peer municipality strategies, however, did not reveal a clear direction as the majority used ad hoc strategies.

The objective of this report is to leverage the findings of the Terms of Reference study through the following:

1. The proposal of a strategy for the objective determination of the Beautification Levels of Service for the City of Vaughan's assets, and
2. The proposal of a prioritized list of assets for beautification in celebration of Canada's 150th anniversary of confederation.

Current State

The City of Vaughan has historically implemented an ad hoc strategy for the distribution of horticultural assets and the levels of service to maintain them. Horticultural assets were distributed based on changing Councilor priorities and were not necessarily equitably distributed among the communities.¹ Special funding, such as that from the Keele Valley Landfill Reserve, only served to aggravate the disparity. Maintenance was not provided on a sufficiently regular basis across the entire inventory due to a lack of resources and, as a result, some assets were maintained in a less than acceptable condition. The continuous pressure on funding has made it difficult, if not impossible, to provide a consistently high level of service for all of the horticultural assets.²

Given this backdrop, a framework is needed to address these issues. This framework must provide the following:

1. An equitable distribution of horticultural assets across the City
2. A maintenance plan that provides a high level of service for priority assets and tiered levels of service that adequately service lower priority assets
3. A horticultural asset plan that addresses plant type and various natural aspects and areas of significance
4. Tools suitable for quick and accurate estimation of service level costs to improve the budgeting process

In order to make the framework effective, an accurate inventory of horticultural assets is required. The Transportation Services, Parks and Forestry Operations (TSPFO) department and the City's Asset Management team are in the process of completing the inventory.

¹ See "Appendix: Horticulture 2014 Plant Allocation" for details on the most recent distribution.

² See "Appendix: Horticulture 2014 Budget (Labour and Material)" for the most recent budget details.

Beautification Level of Service Strategy

The proposed Levels of Service strategy for the beautification of the City of Vaughan is derived largely from the system utilized by Vaughan's Urban Planning division in the Development Planning Department. The reasons for adoption of this system are:

1. To ensure resources are being distributed as the result of a transparent, repeatable, fair and independent process that reflects the values of the community.
2. To enable the implementation of a maintenance regime that is aligned with the new classification system.
3. To facilitate a smooth transition of horticultural assets from Development Planning to Horticulture as both organizations will be utilizing a common language and planning framework.

The Levels of Service are broken down into 4 categories of increasing service levels, which provide Horticulture the flexibility to manage a broad base of horticultural assets:

1. Basic
2. Standard
3. Enhanced
4. Premium

"Table 1: Beautification Level of Service Framework", describes the characteristics that would qualify a site for a respective level of service and proposes an itemized list of horticultural assets that could be applied to the site's beautification. The system has built-in flexibility as a Premium site, for example, can be populated with horticultural assets from a lower classification for budgetary reasons. The intention, however, is not to upgrade a lower level of service with horticultural asset types from a higher level of service.

A grading system has been developed to classify each location into one of the 4 proposed service levels (see "Table 2: Level of Service Classification Factors"). Only a small number of sites would qualify for the higher levels of service such as Premium and Enhanced. It is expected the vast majority of sites will be in the Standard and Basic categories. Most sites are expected to retain their current complement of horticultural assets in the short-term with a gradual phase-in to the profiles recommended by the new framework.

Horticulture will be driving greater efficiencies with their plant assets. Perennial plants are expected to represent a larger portion of the plant mix as their maintenance requirements are lower than annuals. Self-watering reservoir systems will be deployed to reduce watering costs and enable resources to maintain a greater number of plant assets. Shrub beds will be redeveloped where needed.

Level of Service Framework

Table 1: Beautification Level of Service Framework

Level of Service		Candidate Sites	Horticultural Asset Types
Basic	1	<ul style="list-style-type: none"> • Low urban intensity • Minimal pedestrian connections • No significant community identity • Little opportunity for economic development or no space for upgrades 	<ul style="list-style-type: none"> • Street trees, Sod • Planters, shrubs (Legacy only) • Basic maintenance schedule
Standard	2	<ul style="list-style-type: none"> • Urban intensity • Moderate pedestrian and vehicular traffic • Ratepayer association • Limited opportunity for economic development or space for upgrades 	<ul style="list-style-type: none"> • Native trees (50 mm caliper) • 50% Perennials and grasses • 20% Shrubs • 30% Annuals • Baskets, planters (Legacy only) • Annual/Perennial beds (Legacy only) • Standard maintenance schedule
Enhanced <i>(Limited number of streetscapes within Intensification Areas)</i>	3	<ul style="list-style-type: none"> • Good pedestrian accessibility • Higher urban intensity • Popular commuter route • Active Heritage site • Good opportunity for economic development or space for upgrades area 	<ul style="list-style-type: none"> • Native Trees (60 mm caliper) • Planting bed • Mulch • 70% Perennials and grasses • 30% Shrubs • Annuals in planters and/or baskets • Enhanced maintenance schedule
Premium <i>(Select number of streetscapes within Intensification areas)</i>	4	<ul style="list-style-type: none"> • Significant Civic/Cultural importance • High urban density • High traffic volume • Significant community identity • Key area for economic development • Space available for upgrades 	<ul style="list-style-type: none"> • Native Trees (80 mm caliper) • Planting bed • Mulch • Perennials and grasses • Shrubs • Annuals • Planter • Premium maintenance schedule

Level of Service Classification Scheme

A prioritization scheme is necessary to filter beautification candidate sites in view of limited funding. Several criteria can be used to identify those locations that can make the largest impact from a beautification investment. Key considerations include the civic and cultural importance of a site and its visibility to both pedestrian and vehicular traffic. Other considerations include a site's role in the identity of a community, the ability to drive tourism and economic activity, proximity to an area of acknowledged significance and the opportunity to accommodate horticultural investment. The following table outlines a scheme that addresses these factors and classifies locations in accordance with the proposed beautification framework.

Table 2: Level of Service Classification Factors

Criteria	Weight	Score	Score	Score	Score
		3	2	1	0
Identified urban location	2	Significant civic or cultural importance City Hall Art galleries Major urban squares	Community centre Commercial Active heritage site Major residential entrance way	Minor residential entrance way	Rural or low intensity area Industrial area
Pedestrian connections to other areas	2	Extremely pedestrian friendly location	Pedestrian friendly location	Minimum connections to pedestrians	Not pedestrian friendly
High travel demand exists	2	Commuter route & vehicle counts are substantial	Popular commuting route	Infrequent heavy traffic route	Not a commuter route and vehicle counts low
Community identity is present	1	Town or village centre; Strategic Community Group exists	Identified heritage area; major city entrance feature	Ratepayers association exists	No substantial identifying role in the community
Identified as a key area of economic development or tourism	1	Yes	N/A	N/A	No
Proximity - Adjacent land use supports	1	In the vicinity of a significant	In the vicinity of a community	In the vicinity of a residential	No space for upgrades-

Criteria	Weight	Score	Score	Score	Score
		3	2	1	0
upgraded streetscape		civic or cultural location	centre	area	Basic area
Opportunity/space exists for upgrade	1	Yes	N/A	N/A	No

The table below provides the bands of scores for each proposed Level of Service.

Table 3: Level of Service Category Score Ranges

Level of Service Category	Range of Scores
Basic	0 to 10
Standard	11 to 19
Enhanced	20 to 25
Premium	26 to 30

Level of Service Classification Process

All assets of the City of Vaughan will be classified according to the guidelines of the proposed Level of Service framework. Reference the Appendix for a list Beautification Level of Service Site Classifications as well as a corresponding map of Level of Service for Existing Community Buildings (Attachment No. 1).

Level of Service Classification Examples

The following examples provide classifications of various sites and illustrate the application of Levels of Service from the proposed framework.

Basic Level of Service Classification: Fire Hall

Fire halls in the City of Vaughan are beautified in a simple manner. They perform a valuable function within the City of Vaughan but do not attract visitors or a high level of traffic. Pedestrian connections are minimal. As a result, fire halls are assigned a “Basic” level of service within the new framework.



Table 4: Basic Level of Service Sample Grading

Criteria	Weight	Score	Total
Identified urban location	2	0	0
Pedestrian connections	2	1	2
High travel demand	2	0	0
Community identity	1	0	0
Economic driver/tourism	1	0	0
Proximity	1	0	0
Opportunity	1	0	0
Total			2

Standard Level of Service Classification: Welcome to Vaughan Sign, Hwy. 400

The site of the “Welcome to Vaughan” sign experiences substantial vehicular traffic and has high visibility. It is a major entrance feature announcing a visitor’s entrance to the City of Vaughan. The site has sufficient space to allow for beautification upgrades. Based on these factors, the site would be considered for a “Standard” level of service classification.



Table 5: Standard Level of Service Sample Grading

Criteria	Weight	Score	Total
Identified urban location	2	0	0
Pedestrian connections	2	0	0
High travel demand	2	3	6
Community identity	1	2	2
Economic driver/tourism	1	3	3
Proximity	1	0	0
Opportunity	1	3	3
Total			14

Enhanced Level of Service Classification: Kleinburg Sign

This location requires attention. Similar to an entrance feature into a neighbourhood, an entrance into a community is considered to be of higher visibility and opportunity. This location welcomes residents and visitors into the community of Kleinburg. As a standard level of service, shrubs and flowers are warranted.

Table 6: Enhanced Level of Service Sample Grading



Criteria	Weight	Score	Total
Identified urban location	2	2	4
Pedestrian connections	2	1	2
High travel demand	2	2	4
Community identity	1	3	3
Economic driver/tourism	1	3	3
Proximity	1	3	3
Opportunity	1	3	3
Total			22

Premium Level of Service Classification: Vaughan Metropolitan Centre (VMC)

The VMC is a site of significant civic importance and will be a key element in the City of Vaughan's identity. It will be a destination point for many visitors from both within and outside Vaughan who will be arriving by vehicle and public transit. It is also designed to be pedestrian friendly. Based on these factors, the VMC scores a very high grade in the new framework.

Table 7: Premium Level of Service Sample Grading



Criteria	Weight	Score	Total
Identified urban location	2	3	6
Pedestrian connections	2	3	6
High travel demand	2	3	6
Community identity	1	3	3
Economic driver/tourism	1	3	3
Proximity	1	3	3
Opportunity	1	3	3
Total			30

Canada 150th Anniversary Celebrations

Canada will be celebrating the 150th anniversary of Confederation on July 1, 2017. To commemorate the anniversary, the City of Vaughan has selected a number of sites for enhanced beautification. The sites were selected based on several factors:

1. Visibility
2. Level of pedestrian traffic
3. Level of vehicular traffic
4. An equitable representation among each of the City's communities.

Inputs were solicited from Council to develop a list of candidate sites for enhanced beautification for the anniversary celebrations. The following sites were selected as they were deemed to be representative of their communities. Each site is presented with its classification using the new framework. A map of the City of Vaughan outlining the Canada 150th anniversary locations can be found in the Appendix (Attachment No. 2).

Table 8: Canada 150th Anniversary Celebration Beautification Sites

Beautification Site	Classification	Grade
City Hall	Premium	28
Kleinburg (NW corner of Islington Avenue and Major Mackenzie Drive)	Enhanced	22
Islington Avenue and Sonoma Boulevard	Standard	18
Weston Road (Old Vellore Village – Comdel Boulevard to Ashberry Boulevard)	Premium	28
Dufferin Street (Ten Oaks Boulevard to Autumn Hill Boulevard)	Enhanced	20
Centre Street and Yonge Street	Premium	27

The following table provides an overview of the planned beautification for each site. The objective is to continue with the beautification of these sites after the Canada 150th Anniversary celebrations. As an example, the Old Vellore Village site will be enhanced with a view to making it a destination site (for wedding photos, celebrations, etc.). Each site will be reviewed according to the proposed framework and assigned an appropriate classification.

Additional funding has been requested for the proposed Canada 150th Anniversary beautification plans. Some of this funding will provide for the application of newer, more efficient technology such as flower pots that are self-watering reservoir systems. If this additional funding is not available, a much more scaled back beautification plan would be implemented at these sites.

Table 9: Canada 150th Anniversary Beautification Plans

Site	Beautification Plan
City Hall	<ul style="list-style-type: none"> • Hanging baskets on disability ramp • Planting of bulbs on lawns • 10 large flower pots located strategically around the building • Banners, Canadian flags
Kleinburg	<ul style="list-style-type: none"> • Installation of a bed featuring colorful perennial plants • Banners, Canadian flags
Islington Avenue & Sonoma Boulevard	<ul style="list-style-type: none"> • Undulating wild flower mix (NW and SW corners) • 10 large flower pots (5 on each of the NW and SW corners) • Banners, Canadian flags
Old Vellore Village	<ul style="list-style-type: none"> • 10 large flower pots (5 on each side) • Upgraded surroundings • Tree replacement • Perennial garden rehabilitation/replenishment • Hanging baskets • Banners, Canadian flags
Dufferin Street	<ul style="list-style-type: none"> • 10 large flower pots • Hanging baskets • Enhanced corner features with perennials • Banners, Canadian flags
Centre Street and Yonge Street	<ul style="list-style-type: none"> • 10 large flower pots (may extend to Oak Bank Park) • Tree maintenance • Banners, Canadian flags • Enhance the colour scheme of existing planters on Yonge Street with a new selection of annual flowers

150th Anniversary Site Grading

City Hall

Criteria	Weight	Score	Total
Identified urban location	2	3	6
Pedestrian connections	2	2	4
High travel demand	2	3	6
Community identity	1	3	3
Economic driver/tourism	1	3	3
Proximity	1	3	3
Opportunity	1	3	3
Total			28

Kleinburg (NW Corner Islington/Major Mac)

Criteria	Weight	Score	Total
Identified urban location	2	2	4
Pedestrian connections	2	1	2
High travel demand	2	2	4
Community identity	1	3	3
Economic driver/tourism	1	3	3
Proximity	1	3	3
Opportunity	1	3	3
Total			22

Islington Avenue & Sonoma Boulevard

Criteria	Weight	Score	Total
Identified urban location	2	2	4
Pedestrian connections	2	2	4
High travel demand	2	2	4
Community identity	1	1	1
Economic driver/tourism	1	0	0
Proximity	1	2	2
Opportunity	1	3	3
Total			18

Weston Road (Vellore Village)

Criteria	Weight	Score	Total
Identified urban location	2	3	6
Pedestrian connections	2	3	6
High travel demand	2	2	4
Community identity	1	3	3
Economic driver/tourism	1	3	3
Proximity	1	3	3
Opportunity	1	3	3
Total			28

Dufferin Street (Ten Oaks Blvd & Autumn Hill Blvd)

Criteria	Weight	Score	Total
Identified urban location	2	2	4
Pedestrian connections	2	2	4
High travel demand	2	3	6
Community identity	1	1	1
Economic driver/tourism	1	0	0
Proximity	1	2	2
Opportunity	1	3	3
Total			20

Centre Street and Yonge Street

Criteria	Weight	Score	Total
Identified urban location	2	2	4
Pedestrian connections	2	3	6
High travel demand	2	3	6
Community identity	1	3	3
Economic driver/tourism	1	3	3
Proximity	1	2	2
Opportunity	1	3	3
Total			27

Community Involvement

In order to foster community involvement and develop a sustainable strategy, the department is reaching out to several Strategic Community Groups to explore opportunities for support such as maintenance, funding, etc. The following community groups have been identified for further discussions:

- Woodbridge Horticultural Society
- Thornhill Garden and Horticulture Club
- Lions Clubs
- Kleinburg BIA
- York Fusion Gardens

The Toronto and Region Conservation Authority (TRCA) is also a candidate partner. The TRCA has decades of experience in educating young people and engaging communities. The TRCA runs several educational initiatives with universities and high schools that can increase community involvement in and awareness of the beautification strategy.

Another avenue in the building of community relationships are other departments within the City of Vaughan. Horticulture is planning discussions with the Community Services and Recreation and Culture departments to raise awareness of these sites and to determine the best path forward to maximize community ownership.

Corporate sponsorships and branding are another tool to increase visibility within the community. Many peer municipalities already have active sponsorship programs that increase visibility and awareness at target locations. A few examples include corporate logos through creative shrub beds in Toronto and flower beds in medians along Lakeshore Road in Burlington.

Implementation Plan

The following is the proposed schedule for the Beautification Framework and 150th anniversary celebration program implementations.

Table 10: Implementation Plan

Year 1: 2017	
Item	Completion
Horticulture inventory	2017 Q1
City of Vaughan site classifications	2107 Q1
Formalize Development Planning Streetscape transition plan	2017 Q1
Level of Service cost estimation model	2017 Q1
2017 Business Plan	2017 Q1
Design of ward plans	2017 Q2
Maintenance management system	2017 Q2
150 th Anniversary Celebration	2017 Q2
Standard Operating Procedures	2107 Q2
2018 Business Plan	2017 Q4
Horticulture asset roll-out (25%)	2017 Q4
Year 2: 2018	
Item	Completion
150 th Anniversary site re-evaluation	2018 Q1
Horticulture asset roll-out (next 25%)	2018 Q4
2019 Business Plan	2018 Q4

Conclusion

The beautification strategy takes Horticulture in a new direction as it moves from a localized strategy to a city-wide strategy. The implementation of the proposed framework will establish clear levels of service, define a clear direction for the organization and set clear expectations for all stakeholders.

The strategy will also see the consistent application of horticulture throughout the City of Vaughan. Over the years, funding resources have been used to enhance horticulture in a small number of areas in the City. This funding has had a narrow mandate such as the Keele Valley Landfill Reserve (KVLR) fund for the Maple district. The new strategy will evaluate all candidate sites and establish a rank order of priority sites and devote resources to those sites that will provide the greatest impact. The existing distribution of horticultural assets will remain but new assets will be distributed according to the new classifications.

A new maintenance regime will be developed that will be tailored to the new site classifications with priority sites receiving the highest level of service and lower tier sites receiving levels of service in accordance with Horticulture's resourcing levels. To enable these new levels of service, Horticulture will be implementing new measures such as moving to a more perennial-oriented plant profile, redeveloping shrub beds and deploying self-watering reservoir systems. These measures will ensure better and more effective resource management.

The new strategy will enable the City of Vaughan to fulfill the definition of beautification, "making improvements in the public realm through the use of horticultural assets". It will also enable the City to meet the expectations of its constituents who have expressed through a survey that flowerbeds, shrubs and trees make a city beautiful and that flowers and shrubs, in particular, are very important in the beautification of a city. Finally, it will put the City of Vaughan in a leadership position for Horticulture strategy compared to its peer municipalities.

Next Steps

The following are the next steps in the rollout of the Horticulture strategy:

- Horticulture will work with Asset Management to develop a GIS inventory of all horticultural assets.
- The Development Planning Department designs streetscapes and manages these new streetscapes for a fixed timeframe. Eventually, the management of the streetscape is transferred to the Horticulture Department. Horticulture plans to take an active role in the early stages of the streetscape development in order to facilitate a smooth transition from Development Planning.
- Costs to develop and maintain sites in each of the Level of Service categories will be analyzed with a view to derive cost estimates per square meter for each service level. This will be beneficial to the planning and budgeting process.
- Every location within the City of Vaughan eligible for beautification will be graded and classified using the metrics of the new framework.
- Annual business plans will be developed that will outline the Horticulture plan for the City of Vaughan, the schedule for implementation and the associated budgetary costs.
- Standard Operating Procedures will be developed for the delivery of services specified by the new framework.

Glossary

Annual: a plant that completes its life cycle, from germination to the production of seed, within one year, and then dies. Summer annuals germinate during spring or early summer and mature by autumn of the same year.

Framework: a basic conceptual structure; a set of ideas or facts that provide support for a concept.

Geographical Information System (GIS): an information system that integrates, stores, edits, analyzes, shares, and displays geographic information.

Horticultural Asset: refers to planters, shrubs, flowers, beds and baskets.

Intensification: the development of a property, site or area at a higher density than currently exists, through development, redevelopment, infill and expansion or conversion of existing buildings. Each community's form and level of intensification will differ, based on their specific characteristics such as location, history, community strengths and preferences.

Perennial: a plant that lives for more than two years. The term is often used to differentiate a plant from shorter-lived annuals and biennials.

Primary Residential Gateway: a major or "primary" entry into a neighbourhood.

Secondary Residential Gateway: an auxiliary or "secondary" entry into a neighbourhood.

Standard Operating Procedure (SOP): a set of step-by-step instructions compiled by an organization to help workers carry out routine operations. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations.

Streetscape: the visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, etc., that combine to form the street's character.

Window Street: the section of a local residential street that abuts an arterial road with residential lots or blocks fronting or flanking one side of the window street (single loaded street). The narrower boulevard on the arterial road side of the window street is referred to as a "separator boulevard".

Appendix

Horticulture 2014 Budget (Labour and Materials)

Area	Shrubs	Floral	Total
Kleinburg	\$9,391	\$225,777	\$235,168
Maple	94,197	236,040	\$330,237
Thornhill / Concord	47,894	192,424	\$240,318
Woodbridge	180,113	222,570	\$402,683
Total	\$331,595	\$876,811	\$1,208,406

Horticulture 2014 Plant Allocation

Type		Kleinburg	Maple	Thornhill / Concord	Woodbridge	Total
Shrubs	Quantity	1,854	18,596	9,455	35,557	65,462
	Percent	2.83%	28.41%	14.44%	54.32%	100%
Barrels / Planters	Quantity	157	136	140	91	524
	Percent	29.96%	25.95%	26.72%	17.37%	100%
Baskets	Quantity	189	186	129	214	718
	Percent	26.32%	25.91%	17.97%	29.81%	100%
Floral Beds	Quantity	6	46	31	42	125
	Percent	4.80%	36.80%	24.80%	33.60%	100%

Beautification Level of Service Site Classifications

Type	Site	Level of Service
Administrative	Vaughan City Hall	Premium
	Joint Operations Centre	Standard
	MNR Lands	Basic
Community Centres	Al Palladini	Standard
	Benjamin Vaughan Complex	Standard
	Chancellor	Standard
	City Playhouse	Standard
	Dufferin Clark	Standard
	Father Ermanno Bulfon	Standard
	Garnet A. Williams	Standard
	Maple	Standard
	North Thornhill	Standard
	Thornhill Outdoor Pool	Standard
	Vellore Village	Standard
	Woodbridge Pool & Arena	Standard
Fire Stations	#7-1	Basic
	#7-2	Basic
	#7-3	Basic
	#7-4	Basic
	#7-5	Basic
	#7-6	Basic
	#7-7	Basic
	#7-8	Basic
	#7-9	Basic
	#7-10	Basic
Heritage Buildings	Arnold House	Basic
	Armstrong House	Basic
	Baker Homestead	Standard
	Beaverbrook House	Standard
	Charlton House	Basic
	Glen Shields Daycare Centre	Basic
	Devlin House	Standard
	Gallanough Building	Basic
	Kleinburg Scott House	Standard
	Kleinburg United Church	Basic
	Klein House	Standard
	MacDonald House	Standard
	MacMillan Property	Basic
	Maple Log Cabin	Basic
	Michael Cranney House	Basic
	Patricia Kemp	Basic
	Vellore School	Basic
	Wallace House	Basic
Libraries	Ansley Grove	Basic
	Bathurst Clark	Basic
	Kleinburg	Basic
	Pierre Berton	Basic
	Vaughan Resource	Standard
	Woodbridge Library	Standard

Type	Site	Level of Service
Major Streets and Areas	Village of Kleinburg	Enhanced
	Centre Street	Enhanced
	Maple (Major Mackenzie)	Enhanced
	Woodbridge Avenue	Enhanced

Attachment No. 1



Legend

City of Vaughan Buildings Level of Service

- ▲ Premium
- Enhanced
- Standard
- ★ Basic

Level of Service for Existing City of Vaughan Buildings



Attachment No. 2



Legend



Canada 150 Locations

Proposed Canada 150

Locations