

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 17, 2015

Item 1, Report No. 42, of the Committee of the Whole (Working Session) which was adopted, as amended, by the Council of the City of Vaughan on November 17, 2015, as follows:

By approving that the workplan, as outlined in Attachment 2 of the report of the Deputy City Manager, Planning & Growth Management and the Director of Policy Planning & Environmental Sustainability, dated November 10, 2015, be completed for Council consideration by Q1 2018.

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**DIRECTION TO PROCEED
UPDATING OF THE CITY'S GROWTH MANAGEMENT STRATEGY
MUNICIPAL COMPREHENSIVE REVIEW
FIVE-YEAR OFFICIAL PLAN REVIEW
CITY WIDE
FILE #27.0**

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Deputy City Manager, Planning & Growth Management and the Director of Policy Planning & Environmental Sustainability, dated November 10, 2015, be approved;
- 2) That York Region staff be requested to present to a future Committee of the Whole (Working Session) meeting with information pertaining to the Regional Official Plan Review and the matter of urban expansion within the City of Vaughan;
- 3) That Communication C1, presentation material entitled, "*Direction to Proceed Updating the City's Growth Management Strategy Municipal Comprehensive Review Five-Year Official Plan Review*", dated November 10, 2015, be received; and
- 4) That the deputation of Mr. Richard Lorello, Treelawn Boulevard, Kleinburg, be received.

Recommendation

The Deputy City Manager, Planning & Growth Management and the Director of Policy Planning & Environmental Sustainability, in consultation with the Corporate Management Team, recommend:

1. That staff proceed with the updating of the City's Growth Management Strategy – 2031 (*Vaughan Tomorrow*) to accommodate the growth of the City to the horizon year of 2041 (the "Growth Management Strategy 2041"), as provided for in Amendment 2 to the Growth Plan for the Greater Golden Horseshoe;
2. That the funding for the work associated with the completion of the Growth Management Strategy 2041 Review and the Municipal Comprehensive Review/Five-Year Official Plan Review) be confirmed through the Capital Budget approval process for the years 2016-2019;
3. That an internal staff technical team, including expertise from various departments, which reports regularly to the Corporate Management Team, be established to support and coordinate the updating of the Growth Management Strategy to 2041 and the combined Municipal Comprehensive Review/Five Year Official Plan Review;
4. That in undertaking this work, staff report on a quarterly or as needed basis to the Priorities and Key Initiatives Committee, or such alternative as may be established by Council, in order to provide status updates and obtain direction where required;

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5. That staff proceed with the preparation and issuance of a Request for Proposal to retain consulting services to undertake the City's Municipal Comprehensive Review and the Five-Year Official Plan Review;
6. That prior to the issuance of the Request for Proposal for the Municipal Comprehensive Review/Five-year Official Plan Review, staff report to the Priorities and Key Initiatives Committee to provide an update on the progress to-date; advise of new information pertinent to the project; and confirm such matters as the expected timeline and project charter;
7. That through the assistance of Corporate Communications, a branding exercise be undertaken for the Growth Management Strategy 2041, to distinguish its role as the successor to *Vaughan Tomorrow*, as part of an overall communications strategy and plan.

Contribution to Sustainability

Green Directions Vaughan, Community Sustainability and Environmental Master Plan recognizes the important role that the Growth Management Strategy plays in achieving the City's sustainability objectives. Specific policies were included in *Green Directions* to provide for the completion of the Growth Management Strategy to 2031 and its subsequent renewal, as set out in the following policies.

Objective 2.1: To achieve sustainable growth and development by completing Vaughan Tomorrow, the City's Consolidated Growth Management Strategy – 2031, and by ensuring that the strategy is subject to periodic review and renewal;

Action 2.1.1 In accordance with the requirements of the Strategic Plan, Vaughan Vision 2020, complete and implement Vaughan Tomorrow, the City's Consolidated Growth Management Strategy – 2031. Such a strategy will fulfill the requirements for an Integrated Community Sustainability Plan. The strategy will be prepared in accordance with the requirements of the Places to Grow plan and will be in conformity with the Region of York Official Plan. The Consolidated Growth Management Strategy will be composed of the following elements:

- *Green Directions Vaughan*, the City's first Community Sustainability and Environmental Master Plan;
- The new Official Plan;
- The Transportation Master Plan;
- The Drainage and Stormwater Master Plan;
- The Employment Sectors Strategy;
- The Fire and Rescue Services Master Plan;
- The Parks, Recreation, Facilities and Libraries Master Plan;
- The Long Range Financial Plan

Action 2.1.2 Review the City's Growth Management Strategy at five-year intervals concurrent with the statutory five-year review of the Official Plan and such review shall be coordinated with the periodic review of the Strategic Plan.

Action 2.1.3 At the time of initiating the review referred to in 2.1.2, develop a comprehensive framework for reviewing the strategy. This will include the evaluating and updating where necessary, of the plans cited in 2.1.1.

This report is requesting direction to proceed with the renewal of the Growth Management Strategy to 2041, consistent with these policies.

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Economic Impact

Adoption of this report will entail expenditures required to cover the costs of the required growth management studies. Given the anticipated 2016-2019 timeframe for the project, it will be necessary to provide for this work in the affected departments' Capital Budgets, beginning in 2016. More detailed information on the projected costs will be provided later in the report.

Communications Plan

The Communications Strategy and Plan will play a critical role in this process. *Vaughan Tomorrow* was supported by an extensive public engagement program. It reflected the need to address the statutory processes under the *Planning Act* required for the preparation of the new Official Plan as well the need to coordinate with the other elements of the process such as the Master Plans and other supporting studies. In retaining consulting services to undertake the MCR, one area of expertise that will be prioritized is demonstrated excellence in public consultation and facilitation. The Terms of Reference for the consulting assignment will require the submission of a draft public consultation strategy as part of the Proposal. The ultimate Communication Plan will be finalized collaboratively with the successful proponent, the affected City Commissions/Departments and the Corporate Communications Department. The communications strategy should also include the development of a distinctive brand for the Growth Management Strategy 2041 to build public awareness and engagement. It is noted that this program will not be as extensive as the one undertaken for *Vaughan Tomorrow*.

Purpose

To obtain direction to proceed with the updating of the City's Growth Management Strategy 2031 (*Vaughan Tomorrow*) to accommodate growth to the year 2041 and to conduct a Municipal Comprehensive Review and the statutory Five-year review of the Official Plan, which will lead to an amended Vaughan Official Plan 2010 and updated infrastructure and services Master Plans.

Background - Analysis and Options

Executive Summary

This report sets out the basis for the City proceeding with an updating of the City's Growth Management Strategy concurrently with a Municipal Comprehensive Review and the Five-Year Official Plan Review of the Vaughan Official Plan 2010. The report addresses the following matters as the basis for the recommendations provided above;

- The origin of these initiatives;
- The current pressures dictating the need to proceed with these programs;
- Components of the Program;
- Planning for the implementation of the program;
- The need for program branding;
- The scope of the Growth Management Review;
- Preliminary budget estimates;
- Next steps and conclusions.

Background

The Municipal Comprehensive Review (MCR) and Five-Year Official Plan Review (OPR)

The MCR and OPR have different legislative origins but both may result in amendments to the City's Official Plan. An MCR is an Official Plan amendment initiated by a municipality, in

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consultation with the Region of York, which comprehensively applies the policies and schedules of the Provincial Growth Plan for the Greater Golden Horseshoe, as amended from time to time. The resulting amendment must be approved by the Region of York or the Ontario Municipal Board in case of an appeal. An MCR conducted by the Region of York is approved by the Ministry of Municipal Affairs and Housing. The Region's MCR also includes population and employment projections and a land budget and analysis for the Region and the local municipalities.

Section 26(1) of the Planning Act states that if an Official Plan is in effect, the Council of the municipality that adopted the Plan shall, not less frequently than every five-years after the Plan comes into effect to:

- Revise the Plan to conform or not conflict with Provincial Plans;
- Have regard to the matters of Provincial Interest in Section 2 of the Act;
- Ensure that it is consistent with the Provincial Policy Statements under Section 3(1);
- Revise the Plan if it contains areas of employment and policies dealing with the removal of land from areas of employment, to ensure that those policies are confirmed or amended.

The Act specifies procedures for undertaking the five year review that will need to be taken into account in developing the work program for proceeding with the MCR/OPR.

The Vaughan Consolidated Growth Management Strategy – 2031 (Vaughan Tomorrow)

In 2007 Council directed that staff proceed with the Vaughan Consolidated Growth Management Strategy (GMS) – 2031. The GMS involved coordinating the production of a number of the City's strategic documents to develop a growth management strategy that would guide the development of the City to the year 2031. This work responded to the Provincial Growth Plan's (*Places to Grow*) population and employment assignments to York Region and the Region's subsequent allocation to Vaughan of specific 2031 growth targets through its new Official Plan. (416,000 population; 266,000 jobs)

The Growth Management Strategy included the following elements:

- **The City's Strategic Plan: *Vaughan Vision 2007*** (To position Growth Management as Corporate Priority);
- **An Environmental Master Plan** (A new initiative that became *Green Directions Vaughan*, the City's overarching Community Sustainability and Environmental Master Plan);
- **The statutory five-year Official Plan Review** (It became the Vaughan Official Plan 2010 – the City first comprehensive plan since 1961);
- **A series of Infrastructure and Community Services Master Plans and studies**, which informed the preparation of the overall strategy and provided a framework for its implementation;

It was intended that the individual elements of the plan not be created in isolation but be developed collaboratively. This collaborative effort involved a high level of internal and agency consultation, which supported the development of a comprehensive response to the challenges and opportunities of growth. This collaborative effort was supported by an award winning public consultation and engagement process, focusing on the development of the Official Plan. To support the public consultation process, the project was rebranded "*Vaughan Tomorrow*".

This process resulted in the following actions:

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- The approval of *Green Directions Vaughan* in April of 2009;
- The adoption of the Vaughan Official Plan 2010 in September 7, 2010;
- The approval of supporting Master Plans by Council as required.

Together, the documents make up the City's growth management plan to 2031. Given that these documents were predicated on the horizon year of 2031, it will be necessary to assess their currency in the context of the growth that is now projected to 2041. This may result in a complete review and replacement, minor amendments where the plans accommodate the new growth; or substantial amendments where the growth is not accommodated and other aspects of the documents require updating.

The Vaughan Official Plan 2010

The Vaughan Official Plan was subject to numerous Ontario Municipal Board appeals. Volume 1 (City-wide policies/schedules) is largely approved. Parts of Volume 2 (Site/Area Specific Plans and Secondary Plans) remain unapproved and are subject to settlement negotiations in the context of the Ontario Municipal Board approval process.

Consistent with *Green Directions*, VOP 2010 also identifies the need to periodically review the Plan. Policy 10.1.1.30 "Official Plan Review" provides as follows:

It is the policy of Council:

To undertake a review of the policies of this Plan at a minimum of every 5 years. The review shall determine if the policies of the Plan are adequately achieving the goals, objectives and intent of this Plan.

Current Pressures

A number of other circumstances have come together, which make it appropriate for the City to initiate the process for updating its Official Plan as well as its overall growth management strategy. These are identified below.

The York Region Municipal Comprehensive Review (MCR)

The York Region Official Plan (YROP) was adopted by Regional Council in December of 2009 and was approved by the Province in September 2010. The Plan was subject to a number of appeals to the Ontario Municipal Board (OMB). The majority of the YROP received OMB approval in mid-2012. Most of the remaining appeals have been resolved and the Plan is in full force and effect, except for a number of matters that have been scoped to site specific appeals.

The *Planning Act* requires that official plans be reviewed at least every five years to ensure conformity with the provincial plans and policies governing land use planning. As York Region is an upper tier municipality, Vaughan must conform to the YROP. In 2014, the Region initiated an Official Plan Review, which contained two components, 1) a policy review and 2) the Regional Municipal Comprehensive Review (MCR). The MCR is of particular importance as it will determine how the population and employment growth to 2041 mandated by Amendment No. 2 to the Provincial Growth Plan will be accommodated and how growth will be allocated to the local municipalities.

The Region's MCR Process

The Region's MCR is taking place in three phases. The first phase involved public consultation to define the issues and confirm the matters that will require further consideration through the

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subsequent phases of the process. The first phase ran from the second quarter of 2014 to the second quarter of 2015 and ended with Regional Council's endorsement of the policy areas and the draft growth scenarios that were recommended for further review and analysis. Regional Council's endorsement of the first phase findings took place on April 23, 2015.

Phase 2 (May 2015 – Spring 2016) is now underway. Phase 2 will provide for the analysis of the draft growth scenarios and the policies identified for updating, with the benefit of further public and stakeholder input.

Phase 3 (May 2016 – Fall 2016) will involve consultation on the recommended growth scenario and the policy modifications proposed for incorporation into a draft Regional Official Plan Amendment. Adoption of the amended Regional OP is anticipated for the fourth quarter of 2016. Attachment 1 to this report "Integrated Land Use, Infrastructure and Financial Planning", (April 2015) illustrates the steps the Region will be taking in moving to the adoption of an updated Regional Official Plan.

The Draft Growth Scenarios: City of Vaughan 2041

The Regional MCR (OP Review) will provide for the allocation of the new population and employment growth projections, resulting from the Growth Plan's Amendment No. 2, to the local municipalities. On April 9, 2015 the York Region Planning and Economic Development Committee considered a staff report entitled "2041 York Region Draft Growth Scenarios and Land Budget".

The report identifies three draft development scenarios for analysis and refinement; two would require additional land by way of urban boundary expansion(s), at 40% and 50% intensification rates. The third draft scenario requires no additional land with all of the new growth being accommodated through intensification within the existing urban area. The draft projections would see Vaughan's population growing to between 485,000 and 490,000; with employment growing to between 312,000 and 314,000 jobs. During Phase 2, the alternatives will be evaluated in the context of a number of criteria including a locational analysis. This will establish the preferred alternative and the location of any required urban boundary expansions. As a result of the MCR process, the City will need to plan for an ever more populous and densely inhabited municipality and VOP 2010 will have to be updated accordingly.

It is anticipated that a recommendation on the preferred growth scenario will be proceeding to York Region Council in November 2015 for endorsement. This will provide the basis for preparing the amendment to the Region of York Plan and proceeding with further public input.

The City's Obligation to Conform to Amendment 2 to the Growth Plan and the Regional Official Plan

The Region's targeted fourth quarter 2016 adoption of its amended Official Plan is a key consideration for the City. In order to maintain conformity with the Region's Official Plan, which will incorporate Amendment No. 2 it, will be necessary to initiate the City's MCR and OP Review in 2016. This will enable staff to focus on preparing comments on the draft Regional OP (to be issued in early 2016) and allow the City to quickly move forward with the MCR and OP Review on the basis of a full understanding of the Regional amendments.

Based on a Technical Background Circular (July, 2015) from the Ministry of Municipal Affairs and Housing, the Province is requiring that all municipalities subject to the Growth Plan for the Greater Golden Horseshoe bring their official plans into conformity with Amendment 2 by **June 17, 2018**.

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This deadline for required conformity coincides with the City's statutory 5-year review of the Official Plan. While adopted in September of 2010, its first OMB approval did not take place until 2012. Commencing the City's MCR/OP Review process in early 2016 would provide for a two and a half year window (January 2016 to June 2018) to prepare amendments to the OP in time to meet the Province's target. This timeframe would be the minimum amount of time required for this process. As such, it may be necessary to extend the work program into 2019 to provide for the ultimate adoption of the amendment.

Attachment 2 sets out a provisional project timeline and work plan. It is designed to meet the June 2018 target for the adoption of the amendments resulting from the MCR/Five Year Review. The follow-up report recommended for the second quarter of 2016 will be able to provide a greater level of certainty on the steps to be taken and the timing implications.

Components of the City's Municipal Comprehensive Review/Five Year Official Plan Review

Amendments to VOP 2010 resulting from this process will originate with:

- The need to maintain compliance with the relevant Provincial Plans and Policies;
- The need to achieve conformity with the York Region Official Plan (ROP)
 - The Region through its MCR/OP Review is reviewing a number of policies of the ROP to determine if changes are required;
 - Any resulting amendments to the ROP will need to be reflected in the City's Official Plan;
- City-initiated changes to VOP 2010
 - As identified by the City for the purposes of resolving an identified issue, providing greater clarity or updating a policy;
 - Requests from the public for Council to consider amendments to the Plan (e.g. Land Use Conversion Requests).

Potential Implications of the Provincial Plan Coordinated Review

The Provincial Plan Coordinated Review is nearing completion. The three Provincial Plans most relevant to Vaughan are the Oak Ridges Moraine Conservation Plan, the Greenbelt Plan and the Growth Plan for the Greater Golden Horseshoe (*Places to Grow*). It is possible that the Province's review will result in amendments to the Plans within the life of this project. In order to maintain conformity with the Provincial Plans, any changes would ultimately have to be reflected in the Vaughan Official Plan. This would likely occur during the latter part of this process. Should this be the case, the City would need to consult with the Region to identify the options for proceeding with any such amendments.

Planning for the City's Municipal Comprehensive Review/Five year Official Plan Review

The continuation of growth at the scale proposed by Amendment No. 2 to the Growth Plan will have broad organizational impacts that affect virtually all of the City's commissions and departments. VOP 2010 was undertaken in the context of the *Vaughan Tomorrow* program, which provided a comprehensive corporate approach to growth management, under the umbrella of Vaughan Vision 2020, the City's strategic plan. It included the development of the *Green Directions Vaughan* Community Sustainability and Environmental Management Plan, the preparation or updating of the City's Services and Infrastructure Master Plans and the preparation of VOP 2010. As such, there is merit in continuing with the framework used in the *Vaughan Tomorrow* program.

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It is anticipated that the application of the *Vaughan Tomorrow* growth management process to the 2041 review will not be as onerous as the previous iteration. It will still be necessary to assess the impact of growth on a corporate basis and to coordinate any updates to the City Service and Infrastructure Master Plans with the OP review to inform, manage and optimize the City's response to the planned growth.

Given the corporate breadth of the project, oversight should rest with the Corporate Management Team. Each department within the operational and internal services groups will be responsible for managing the updating of their respective Plans. With the extent of the linkages, it will be critical to maintain the free flow of information between the individual processes to ensure that the resulting information is shared in a timely and predictable manner. This will require inter-departmental cooperation, which will involve regular consultation by all affected parties. This should take place through regularly constituted interdepartmental meetings plus informal contact on a day to day basis. Prior to the initiation of this work an interdepartmental technical team should be formed, which will give detail to this management structure, in terms of membership, representatives, mandate, timelines, meeting frequency and operating protocols.

As this is a City-wide project, it will be necessary to keep Council updated on continuing activities. It is recommended that routine reporting take place through the Priorities and Key Initiatives Committee.

Some members of Council have identified the potential for the creation of a task force or sub-committee to oversee the project. Staff will consider any direction received by Council prior to finalizing the resourcing and implementation plans for this project. Statutory public meetings and technical reports would take place through the normal Committee of the Whole meetings scheduled for such matter, including Working Sessions and Public Hearings.

Program Identity and Branding

The term *Vaughan Tomorrow* was developed to brand the City's overall growth management strategy to 2031. It succinctly summed up the intent of the program along with the accompanying tag line *Our City Our Future*. Prior to reaching out to the public it is recommended that a distinct identity for the 2041 review be created to differentiate it from *Vaughan Tomorrow*. This will assist in publicizing the program through social media, website development and the production of printed material. Corporate Communications will provide the necessary support and guidance in developing the brand.

Scopes of the Review: Components of the Growth Management Strategy and Preliminary Costing

For the purpose of proceeding with the review it will be necessary to confirm the major elements of the program. This would need to include the following information:

- The Policies and Plans to be updated to 2041;
- The Timeline for completing each update;
- Estimated costs by Commission/department;
- The degree to which each update can be funded by development charges versus the property tax base;
- Overall project budget.

The current status of each element is discussed below along with a provisional estimate of the overall project budget. This is followed by a summary table.

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Municipal Comprehensive Review/Five Year Official Plan Review

This study will fulfill the requirements of the Planning Act and the Provincial Growth Plan to undertake a Five Year Official Plan Review and a Municipal Comprehensive Review. A 2016-19 Capital Budget request has been made in the amount of \$1,623,110. Source of the funding is the City-wide DC (90% at \$1,460,800) and Taxation (10% at \$162,310). The project timeline extends from 2016 to 2019 and the proposed budget does not include funding to respond to Ontario Municipal Board appeals resulting from the adoption of the implementing official plan amendment. This budget provides for the retention of consulting services to undertake the review, including a contract project manager to provide professional and administrative assistance for the duration of the project.

Green Directions Vaughan

The purpose of this project is to develop the next iteration of Green Directions Vaughan concurrently with the updating of City's Growth Management Strategy and VOP 2010. The project timeline will run from late 2015 to 2017-18. A total of \$48,925 was approved in the 2015 Capital Budget for this purpose. Source of the funding is the City-wide DC (90% at \$44,035) and Taxation (10% at \$48,920). This will involve the retention of consulting services to support City staff in the updating and renewal of Green Directions.

Active Together Master Plan

The Active Together Master Plan is recommended to be updated every 5 years to allow for changes resulting from emerging trends, such as development approvals, population changes, etc. The current plan was revised in 2013. The proposed plan is to update the ATMP in 2017 to inform the update of the DC Background Study and Official Plan Update. A 2016-19 Capital Budget request has been made for \$138,588. Source of the funding is the City-wide DC (90% at \$124,729) and Taxation (10% at \$13,589). The project is expected to take 12 to 18 months. This will provide for the retention of consulting services to assist City staff.

Water Wastewater Master Plan

The purpose of this project is to provide for the five-year update of the City-wide Water/Wastewater Masterplan, concurrently with the Official Plan review. A 2016-19 Capital Budget request has been made for \$296,400. Source of the funding is the City-wide DC. The project is expected to commence in early to mid-2016 to coincide with the commencement with the Official Plan review.

Transportation Master Plan

The purpose of this project is to provide for the five-year update of the City-wide Transportation Master Plan (TMP) concurrent with the Official Plan Review. The project is expected to commence in early to mid-2016 to coincide with the commencement with the Official Plan review. The approved TMP Action Plan addressed the medium term (2016-2021) and provided that the City should determine the need for a TMP update based on the monitoring and assessment of TMP's progress, policy changes and GTA context. A 2016-19 Capital Budget request has been made for \$473,800. Source of the funding is the City-wide DC.

Storm Drainage and Storm Water Management Master Plan

The purpose is to update the City's Storm Drainage and Storm Water Management Master Plan concurrent with the five-year Official Plan Review. The project is expected to commence in early to mid-2016 to coinciding with the Official Plan review. A 2016-19 Capital Budget request has been made for \$296,200. Source of the funding is the City-wide DC.

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Development Charges Study

The purpose of this study is to update the City-wide Development Charge Background Study and By-law, which will set the Development Charge rates for the ensuing five-years. A Capital Budget request has been made for 2016-2019. The study will be funded as follows; \$475,000 in total originating with Engineering DC 50% (237,500), General Government DC 45% (213,750), Taxation 5% (23,750). Preliminary work is expected to begin in 2017 and be completed in 2018. The results of the Official Plan Review/Municipal Comprehensive Review will inform the preparation of the DC study. \$475,000 (Engineering DC 50% (237,500), General Governments DC 45% (213,750), Taxation 5% (23,750). In addition a 2016 Capital Budget request has been made to assist in the preparation of the 2018 Engineering DC Background study update

Employment Sectors/Economic Development Strategy

The Economic Development Strategy was completed in 2010 and is not due for an update until 2019/2010. It was supported by the Employment Sectors Strategy Study that took place in advance of the preparation of the Economic Development Strategy. However, to inform the Growth Management Strategy/MCR and Five- year Official Plan Review there may be the need to advance work on the analysis of sector shifts to understand any emerging trends and the resulting impacts on employment levels and types and on the land required for such development. The Economic Development study was a \$100,000 project and the Employment Sectors Strategy Study was \$110,000 project. It will be important to maintain a current understanding of the employment situation in the City. Therefore, a \$110,000 Budget Request has been identified to update the Employment Sectors Strategy Study, commencing in 2017. The decision to proceed will be confirmed through the 2017 Capital Budget process.

Other Matters

As a result of further analysis there may be the need to request additional funding support. If necessary, this will addressed through the follow-up report to Council and/or through the appropriate budget process.

Summary of Budget Estimates 2016-2019

Since much of this work is growth related, it will be funded through development charges. The preliminary cost of the program is summarized below. This does not include the cost of responding to Ontario Municipal Board appeals associated with the Municipal Comprehensive Review/Official Plan Review.

Review/Master Plan	Budget	Taxation	Engineering DCs	General DCs
Municipal Comprehensive Review/ Five Year Official Plan Review	\$1,623,110	\$162,310	-	\$1,460,800
Green Directions Vaughan	\$48,925	\$4,890	-	\$44,035
Transportation Master Plan	\$473,800	-	\$473,800	-
Active Together Master Plan	\$138,588	\$13,859	-	\$124,729
Water and Sewer Master Plan	\$296,400	-	\$296,400	-
Storm water/Drainage Master Plan	\$296,200	-	\$296,200	-
Development Charges Study	\$475,000	\$23,750	\$237,500	\$213,750
2018 Engineering DC Background Study Update	\$177,700	-	\$177,700	-
Employment Sectors Strategy Study	\$110,000	\$10,000	-	\$100,000
TOTAL	\$3,639,723	\$214,809	\$1,481,600	1,943,314

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The range of required studies will be confirmed and the ultimate costs established through the Capital Budget approval process.

Next Steps

On receipt of Council direction to proceed, staff will initiate the preparation of the Project Charter and begin preparation of the Terms of Reference and the Request for Proposal to retain consulting resources to support the preparation of the MCR/5 Year OP Review. The target for issuing the Request for Proposal is the second quarter of 2016. Over the next six months it is expected that the following information will become available or be further refined:

- The City's Capital Budget will be approved.
- Preliminary results of the Region's MCR/OP Review and initial draft of the ROPA will be available, detailing:
 - The preferred development scenarios;
 - Population and Employment Projections;
 - The need for an Urban Boundary Expansion;
 - Policies identified by the Region for amendment.
- Any City-initiated (i.e. originating with Council or staff) amendments to VOP 2010 identified for consideration.
- Establishing the City's operating protocols for the internal staff technical team.
- The results of the branding exercise for the Growth Management process.

Having this information available will improve the procurement process by allowing for the preparation a more targeted Terms of Reference. It will refine the scope of work, inform the range of expertise the consulting team will need to provide and provide greater clarity on the timing and budget for the required work.

On this basis it is recommended that staff proceed with an update report to Council, prior to releasing the Request for Proposal.

Relationship to Vaughan Vision 2020/Strategic Plan

Pursuing the City's Municipal Comprehensive Review/Five Year Official Plan Review is consistent with the Term of Council priority to "Update the Official Plan and supporting studies". By proceeding as an update to the City's 2031 Growth Management Strategy (*Vaughan Tomorrow*) it will serve to support a number of other priorities, including: Invest, renew and manage infrastructure and assets; Attract investment and create jobs; Create and manage affordable housing options; Continue to cultivate an environmentally sustainable city; and Enhance civic pride through a consistent city-wide approach to citizen engagement. The elements of the growth management strategy are intended to be mutually supportive with the objective of developing a strategy and plan that is more than the sum of its parts. The Term of Council Priorities was approved by Council on September 30, 2015 as a result of the City's Service Excellence exercise.

Council also approved a corporate re-organization that resulted in the creation of a Planning & Growth Management operational unit. Its portfolio of responsibilities recognized the integrated and collaborative nature of growth planning and it provides the framework for addressing large scale projects such as this.

Regional Implications

The City's Municipal Comprehensive Review/Five Year Official Plan Review is being timed to follow the Region of York's process to ensure continuing conformity with the Region's Official Plan. City staff will be commenting and reporting on the Regional Municipal Comprehensive

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Review/Five-year Official Plan Review and the resulting ROP amendment; and consulting regularly with York Region staff when developing the City's Official Plan and Master Plan studies. The intent is to maintain a seamless transition between the Regional and City planning documents.

Conclusion

The City's Municipal Comprehensive Review/Five-year Official Plan Review will take the City's development horizon out to 2041. It represents the next stage in Vaughan's transformation, as it evolves into a city of close to 500,000 residents and over 300,000 jobs. This will provide for a continuation of the period of rapid growth and change that started in the early 1980's.

The direction recommended in This report will allow staff to complete the planning process for the MCR/Five-Year Review and the updating of the City's Growth Management Strategy. It is intended that Staff report back to Council in approximately six months with a project update including the project charter, organizational arrangements, outcome of the branding exercise, and a refined scope of work, budget and timeline, which will form the basis for a Request for Proposal for consulting services to assist the City in undertaking the Municipal Comprehensive Review/Five Year Review and proceeding with Growth Management Plan update to 2041.

On this basis it is recommended that the recommendations of this report be approved.

Attachments

1. York Region: Integrated Land Use, Infrastructure and Financial Planning
2. Draft Work Plan and Timeline.

Report prepared by:

Roy McQuillin, Director of Policy Planning, ext. 8211

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

**DIRECTION TO PROCEED
UPDATING OF THE CITY'S GROWTH MANAGEMENT STRATEGY
MUNICIPAL COMPREHENSIVE REVIEW
FIVE-YEAR OFFICIAL PLAN REVIEW
CITY WIDE
FILE #27.0**

Recommendation

The Deputy City Manager, Planning & Growth Management and the Director of Policy Planning & Environmental Sustainability, in consultation with the Corporate Management Team, recommend:

1. That staff proceed with the updating of the City's Growth Management Strategy – 2031 (*Vaughan Tomorrow*) to accommodate the growth of the City to the horizon year of 2041 (the "Growth Management Strategy 2041"), as provided for in Amendment 2 to the Growth Plan for the Greater Golden Horseshoe;
2. That the funding for the work associated with the completion of the Growth Management Strategy 2041 Review and the Municipal Comprehensive Review/Five-Year Official Plan Review) be confirmed through the Capital Budget approval process for the years 2016-2019;
3. That an internal staff technical team, including expertise from various departments, which reports regularly to the Corporate Management Team, be established to support and coordinate the updating of the Growth Management Strategy to 2041 and the combined Municipal Comprehensive Review/Five Year Official Plan Review;
4. That in undertaking this work, staff report on a quarterly or as needed basis to the Priorities and Key Initiatives Committee, or such alternative as may be established by Council, in order to provide status updates and obtain direction where required;
5. That staff proceed with the preparation and issuance of a Request for Proposal to retain consulting services to undertake the City's Municipal Comprehensive Review and the Five-Year Official Plan Review;
6. That prior to the issuance of the Request for Proposal for the Municipal Comprehensive Review/Five-year Official Plan Review, staff report to the Priorities and Key Initiatives Committee to provide an update on the progress to-date; advise of new information pertinent to the project; and confirm such matters as the expected timeline and project charter;
7. That through the assistance of Corporate Communications, a branding exercise be undertaken for the Growth Management Strategy 2041, to distinguish its role as the successor to *Vaughan Tomorrow*, as part of an overall communications strategy and plan.

Contribution to Sustainability

Green Directions Vaughan, Community Sustainability and Environmental Master Plan recognizes the important role that the Growth Management Strategy plays in achieving the City's sustainability objectives. Specific policies were included in *Green Directions* to provide for the completion of the Growth Management Strategy to 2031 and its subsequent renewal, as set out in the following policies.

Objective 2.1: To achieve sustainable growth and development by completing Vaughan Tomorrow, the City's Consolidated Growth Management Strategy – 2031, and by ensuring that the strategy is subject to periodic review and renewal;

Action 2.1.1 In accordance with the requirements of the Strategic Plan, Vaughan Vision 2020, complete and implement Vaughan Tomorrow, the City's Consolidated Growth Management Strategy – 2031. Such a strategy will fulfill the requirements for an Integrated Community Sustainability Plan. The strategy will be prepared in accordance with the requirements of the Places to Grow plan and will be in conformity with the Region of York Official Plan. The Consolidated Growth Management Strategy will be composed of the following elements:

- *Green Directions Vaughan*, the City's first Community Sustainability and Environmental Master Plan;
- The new Official Plan;
- The Transportation Master Plan;
- The Drainage and Stormwater Master Plan;
- The Employment Sectors Strategy;
- The Fire and Rescue Services Master Plan;
- The Parks, Recreation, Facilities and Libraries Master Plan;
- The Long Range Financial Plan

Action 2.1.2 Review the City's Growth Management Strategy at five-year intervals concurrent with the statutory five-year review of the Official Plan and such review shall be coordinated with the periodic review of the Strategic Plan.

Action 2.1.3 At the time of initiating the review referred to in 2.1.2, develop a comprehensive framework for reviewing the strategy. This will include the evaluating and updating where necessary, of the plans cited in 2.1.1.

This report is requesting direction to proceed with the renewal of the Growth Management Strategy to 2041, consistent with these policies.

Economic Impact

Adoption of this report will entail expenditures required to cover the costs of the required growth management studies. Given the anticipated 2016-2019 timeframe for the project, it will be necessary to provide for this work in the affected departments' Capital Budgets, beginning in 2016. More detailed information on the projected costs will be provided later in the report.

Communications Plan

The Communications Strategy and Plan will play a critical role in this process. *Vaughan Tomorrow* was supported by an extensive public engagement program. It reflected the need to address the statutory processes under the *Planning Act* required for the preparation of the new Official Plan as well the need to coordinate with the other elements of the process such as the Master Plans and other supporting studies. In retaining consulting services to undertake the MCR, one area of expertise that will be prioritized is demonstrated excellence in public consultation and facilitation. The Terms of Reference for the consulting assignment will require the submission of a draft public consultation strategy as part of the Proposal. The ultimate Communication Plan will be finalized collaboratively with the successful proponent, the affected City Commissions/Departments and the Corporate Communications Department. The communications strategy should also include the development of a distinctive brand for the Growth Management Strategy 2041 to build public awareness and engagement. It is noted that this program will not be as extensive as the one undertaken for *Vaughan Tomorrow*.

Purpose

To obtain direction to proceed with the updating of the City's Growth Management Strategy 2031 (*Vaughan Tomorrow*) to accommodate growth to the year 2041 and to conduct a Municipal Comprehensive Review and the statutory Five-year review of the Official Plan, which will lead to an amended Vaughan Official Plan 2010 and updated infrastructure and services Master Plans.

Background - Analysis and Options

Executive Summary

This report sets out the basis for the City proceeding with an updating of the City's Growth Management Strategy concurrently with a Municipal Comprehensive Review and the Five-Year Official Plan Review of the Vaughan Official Plan 2010. The report addresses the following matters as the basis for the recommendations provided above;

- The origin of these initiatives;
- The current pressures dictating the need to proceed with these programs;
- Components of the Program;
- Planning for the implementation of the program;
- The need for program branding;
- The scope of the Growth Management Review;
- Preliminary budget estimates;
- Next steps and conclusions.

Background

The Municipal Comprehensive Review (MCR) and Five-Year Official Plan Review (OPR)

The MCR and OPR have different legislative origins but both may result in amendments to the City's Official Plan. An MCR is an Official Plan amendment initiated by a municipality, in consultation with the Region of York, which comprehensively applies the policies and schedules of the Provincial Growth Plan for the Greater Golden Horseshoe, as amended from time to time. The resulting amendment must be approved by the Region of York or the Ontario Municipal Board in case of an appeal. An MCR conducted by the Region of York is approved by the Ministry of Municipal Affairs and Housing. The Region's MCR also includes population and employment projections and a land budget and analysis for the Region and the local municipalities.

Section 26(1) of the Planning Act states that if an Official Plan is in effect, the Council of the municipality that adopted the Plan shall, not less frequently than every five-years after the Plan comes into effect to:

- Revise the Plan to conform or not conflict with Provincial Plans;
- Have regard to the matters of Provincial Interest in Section 2 of the Act;
- Ensure that it is consistent with the Provincial Policy Statements under Section 3(1);
- Revise the Plan if it contains areas of employment and policies dealing with the removal of land from areas of employment, to ensure that those policies are confirmed or amended.

The Act specifies procedures for undertaking the five year review that will need to be taken into account in developing the work program for proceeding with the MCR/OPR.

The Vaughan Consolidated Growth Management Strategy – 2031 (Vaughan Tomorrow)

In 2007 Council directed that staff proceed with the Vaughan Consolidated Growth Management Strategy (GMS) – 2031. The GMS involved coordinating the production of a number of the City's strategic documents to develop a growth management strategy that would guide the development of the City to the year 2031. This work responded to the Provincial Growth Plan's (*Places to Grow*) population and employment assignments to York Region and the Region's subsequent allocation to Vaughan of specific 2031 growth targets through its new Official Plan. (416,000 population; 266,000 jobs)

The Growth Management Strategy included the following elements:

- **The City's Strategic Plan: *Vaughan Vision 2007*** (To position Growth Management as Corporate Priority);
- **An Environmental Master Plan** (A new initiative that became *Green Directions Vaughan*, the City's overarching Community Sustainability and Environmental Master Plan);
- **The statutory five-year Official Plan Review** (It became the Vaughan Official Plan 2010 – the City first comprehensive plan since 1961);
- **A series of Infrastructure and Community Services Master Plans and studies**, which informed the preparation of the overall strategy and provided a framework for its implementation;

It was intended that the individual elements of the plan not be created in isolation but be developed collaboratively. This collaborative effort involved a high level of internal and agency consultation, which supported the development of a comprehensive response to the challenges and opportunities of growth. This collaborative effort was supported by an award winning public consultation and engagement process, focusing on the development of the Official Plan. To support the public consultation process, the project was rebranded "*Vaughan Tomorrow*".

This process resulted in the following actions:

- The approval of *Green Directions Vaughan* in April of 2009;
- The adoption of the Vaughan Official Plan 2010 in September 7, 2010;
- The approval of supporting Master Plans by Council as required.

Together, the documents make up the City's growth management plan to 2031. Given that these documents were predicated on the horizon year of 2031, it will be necessary to assess their currency in the context of the growth that is now projected to 2041. This may result in a complete review and replacement, minor amendments where the plans accommodate the new growth; or substantial amendments where the growth is not accommodated and other aspects of the documents require updating.

The Vaughan Official Plan 2010

The Vaughan Official Plan was subject to numerous Ontario Municipal Board appeals. Volume 1 (City-wide policies/schedules) is largely approved. Parts of Volume 2 (Site/Area Specific Plans and Secondary Plans) remain unapproved and are subject to settlement negotiations in the context of the Ontario Municipal Board approval process.

Consistent with *Green Directions*, VOP 2010 also identifies the need to periodically review the Plan. Policy 10.1.1.30 "Official Plan Review" provides as follows:

It is the policy of Council:

To undertake a review of the policies of this Plan at a minimum of every 5 years. The review shall determine if the policies of the Plan are adequately achieving the goals, objectives and intent of this Plan.

Current Pressures

A number of other circumstances have come together, which make it appropriate for the City to initiate the process for updating its Official Plan as well as its overall growth management strategy. These are identified below.

The York Region Municipal Comprehensive Review (MCR)

The York Region Official Plan (YROP) was adopted by Regional Council in December of 2009 and was approved by the Province in September 2010. The Plan was subject to a number of appeals to the Ontario Municipal Board (OMB). The majority of the YROP received OMB approval in mid-2012. Most of the remaining appeals have been resolved and the Plan is in full force and effect, except for a number of matters that have been scoped to site specific appeals.

The *Planning Act* requires that official plans be reviewed at least every five years to ensure conformity with the provincial plans and policies governing land use planning. As York Region is an upper tier municipality, Vaughan must conform to the YROP. In 2014, the Region initiated an Official Plan Review, which contained two components, 1) a policy review and 2) the Regional Municipal Comprehensive Review (MCR). The MCR is of particular importance as it will determine how the population and employment growth to 2041 mandated by Amendment No. 2 to the Provincial Growth Plan will be accommodated and how growth will be allocated to the local municipalities.

The Region's MCR Process

The Region's MCR is taking place in three phases. The first phase involved public consultation to define the issues and confirm the matters that will require further consideration through the subsequent phases of the process. The first phase ran from the second quarter of 2014 to the second quarter of 2015 and ended with Regional Council's endorsement of the policy areas and the draft growth scenarios that were recommended for further review and analysis. Regional Council's endorsement of the first phase findings took place on April 23, 2015.

Phase 2 (May 2015 – Spring 2016) is now underway. Phase 2 will provide for the analysis of the draft growth scenarios and the policies identified for updating, with the benefit of further public and stakeholder input.

Phase 3 (May 2016 – Fall 2016) will involve consultation on the recommended growth scenario and the policy modifications proposed for incorporation into a draft Regional Official Plan Amendment. Adoption of the amended Regional OP is anticipated for the fourth quarter of 2016. Attachment 1 to this report "Integrated Land Use, Infrastructure and Financial Planning", (April 2015) illustrates the steps the Region will be taking in moving to the adoption of an updated Regional Official Plan.

The Draft Growth Scenarios: City of Vaughan 2041

The Regional MCR (OP Review) will provide for the allocation of the new population and employment growth projections, resulting from the Growth Plan's Amendment No. 2, to the local municipalities. On April 9, 2015 the York Region Planning and Economic Development

Committee considered a staff report entitled “2041 York Region Draft Growth Scenarios and Land Budget”.

The report identifies three draft development scenarios for analysis and refinement; two would require additional land by way of urban boundary expansion(s), at 40% and 50% intensification rates. The third draft scenario requires no additional land with all of the new growth being accommodated through intensification within the existing urban area. The draft projections would see Vaughan’s population growing to between 485,000 and 490,000; with employment growing to between 312,000 and 314,000 jobs. During Phase 2, the alternatives will be evaluated in the context of a number of criteria including a locational analysis. This will establish the preferred alternative and the location of any required urban boundary expansions. As a result of the MCR process, the City will need to plan for an ever more populous and densely inhabited municipality and VOP 2010 will have to be updated accordingly.

It is anticipated that a recommendation on the preferred growth scenario will be proceeding to York Region Council in November 2015 for endorsement. This will provide the basis for preparing the amendment to the Region of York Plan and proceeding with further public input.

The City’s Obligation to Conform to Amendment 2 to the Growth Plan and the Regional Official Plan

The Region’s targeted fourth quarter 2016 adoption of its amended Official Plan is a key consideration for the City. In order to maintain conformity with the Region’s Official Plan, which will incorporate Amendment No. 2 it, will be necessary to initiate the City’s MCR and OP Review in 2016. This will enable staff to focus on preparing comments on the draft Regional OP (to be issued in early 2016) and allow the City to quickly move forward with the MCR and OP Review on the basis of a full understanding of the Regional amendments.

Based on a Technical Background Circular (July, 2015) from the Ministry of Municipal Affairs and Housing, the Province is requiring that all municipalities subject to the Growth Plan for the Greater Golden Horseshoe bring their official plans into conformity with Amendment 2 by **June 17, 2018**.

This deadline for required conformity coincides with the City’s statutory 5-year review of the Official Plan. While adopted in September of 2010, its first OMB approval did not take place until 2012. Commencing the City’s MCR/OP Review process in early 2016 would provide for a two and a half year window (January 2016 to June 2018) to prepare amendments to the OP in time to meet the Province’s target. This timeframe would be the minimum amount of time required for this process. As such, it may be necessary to extend the work program into 2019 to provide for the ultimate adoption of the amendment.

Attachment 2 sets out a provisional project timeline and work plan. It is designed to meet the June 2018 target for the adoption of the amendments resulting from the MCR/Five Year Review. The follow-up report recommended for the second quarter of 2016 will be able to provide a greater level of certainty on the steps to be taken and the timing implications.

Components of the City’s Municipal Comprehensive Review/Five Year Official Plan Review

Amendments to VOP 2010 resulting from this process will originate with:

- The need to maintain compliance with the relevant Provincial Plans and Policies;
- The need to achieve conformity with the York Region Official Plan (ROP)
 - The Region through its MCR/OP Review is reviewing a number of policies of the ROP to determine if changes are required;

- Any resulting amendments to the ROP will need to be reflected in the City's Official Plan;
- City-initiated changes to VOP 2010
 - As identified by the City for the purposes of resolving an identified issue, providing greater clarity or updating a policy;
 - Requests from the public for Council to consider amendments to the Plan (e.g. Land Use Conversion Requests).

Potential Implications of the Provincial Plan Coordinated Review

The Provincial Plan Coordinated Review is nearing completion. The three Provincial Plans most relevant to Vaughan are the Oak Ridges Moraine Conservation Plan, the Greenbelt Plan and the Growth Plan for the Greater Golden Horseshoe (*Places to Grow*). It is possible that the Province's review will result in amendments to the Plans within the life of this project. In order to maintain conformity with the Provincial Plans, any changes would ultimately have to be reflected in the Vaughan Official Plan. This would likely occur during the latter part of this process. Should this be the case, the City would need to consult with the Region to identify the options for proceeding with any such amendments.

Planning for the City's Municipal Comprehensive Review/Five year Official Plan Review

The continuation of growth at the scale proposed by Amendment No. 2 to the Growth Plan will have broad organizational impacts that affect virtually all of the City's commissions and departments. VOP 2010 was undertaken in the context of the *Vaughan Tomorrow* program, which provided a comprehensive corporate approach to growth management, under the umbrella of Vaughan Vision 2020, the City's strategic plan. It included the development of the *Green Directions Vaughan* Community Sustainability and Environmental Management Plan, the preparation or updating of the City's Services and Infrastructure Master Plans and the preparation of VOP 2010. As such, there is merit in continuing with the framework used in the *Vaughan Tomorrow* program.

It is anticipated that the application of the *Vaughan Tomorrow* growth management process to the 2041 review will not be as onerous as the previous iteration. It will still be necessary to assess the impact of growth on a corporate basis and to coordinate any updates to the City Service and Infrastructure Master Plans with the OP review to inform, manage and optimize the City's response to the planned growth.

Given the corporate breadth of the project, oversight should rest with the Corporate Management Team. Each department within the operational and internal services groups will be responsible for managing the updating of their respective Plans. With the extent of the linkages, it will be critical to maintain the free flow of information between the individual processes to ensure that the resulting information is shared in a timely and predictable manner. This will require inter-departmental cooperation, which will involve regular consultation by all affected parties. This should take place through regularly constituted interdepartmental meetings plus informal contact on a day to day basis. Prior to the initiation of this work an interdepartmental technical team should be formed, which will give detail to this management structure, in terms of membership, representatives, mandate, timelines, meeting frequency and operating protocols.

As this is a City-wide project, it will be necessary to keep Council updated on continuing activities. It is recommended that routine reporting take place through the Priorities and Key Initiatives Committee.

Some members of Council have identified the potential for the creation of a task force or sub-committee to oversee the project. Staff will consider any direction received by Council prior to

finalizing the resourcing and implementation plans for this project. Statutory public meetings and technical reports would take place through the normal Committee of the Whole meetings scheduled for such matter, including Working Sessions and Public Hearings.

Program Identity and Branding

The term *Vaughan Tomorrow* was developed to brand the City's overall growth management strategy to 2031. It succinctly summed up the intent of the program along with the accompanying tag line *Our City Our Future*. Prior to reaching out to the public it is recommended that a distinct identity for the 2041 review be created to differentiate it from *Vaughan Tomorrow*. This will assist in publicizing the program through social media, website development and the production of printed material. Corporate Communications will provide the necessary support and guidance in developing the brand.

Scopes of the Review: Components of the Growth Management Strategy and Preliminary Costing

For the purpose of proceeding with the review it will be necessary to confirm the major elements of the program. This would need to include the following information:

- The Policies and Plans to be updated to 2041;
- The Timeline for completing each update;
- Estimated costs by Commission/department;
- The degree to which each update can be funded by development charges versus the property tax base;
- Overall project budget.

The current status of each element is discussed below along with a provisional estimate of the overall project budget. This is followed by a summary table.

Municipal Comprehensive Review/Five Year Official Plan Review

This study will fulfill the requirements of the Planning Act and the Provincial Growth Plan to undertake a Five Year Official Plan Review and a Municipal Comprehensive Review. A 2016-19 Capital Budget request has been made in the amount of \$1,623,110. Source of the funding is the City-wide DC (90% at \$1,460,800) and Taxation (10% at \$162,310). The project timeline extends from 2016 to 2019 and the proposed budget does not include funding to respond to Ontario Municipal Board appeals resulting from the adoption of the implementing official plan amendment. This budget provides for the retention of consulting services to undertake the review, including a contract project manager to provide professional and administrative assistance for the duration of the project.

Green Directions Vaughan

The purpose of this project is to develop the next iteration of Green Directions Vaughan concurrently with the updating of City's Growth Management Strategy and VOP 2010. The project timeline will run from late 2015 to 2017-18. A total of \$48,925 was approved in the 2015 Capital Budget for this purpose. Source of the funding is the City-wide DC (90% at \$44,035) and Taxation (10% at \$48,920). This will involve the retention of consulting services to support City staff in the updating and renewal of Green Directions.

Active Together Master Plan

The Active Together Master Plan is recommended to be updated every 5 years to allow for changes resulting from emerging trends, such as development approvals, population changes, etc. The current plan was revised in 2013. The proposed plan is to update the ATMP in 2017 to

inform the update of the DC Background Study and Official Plan Update. A 2016-19 Capital Budget request has been made for \$138,588. Source of the funding is the City-wide DC (90% at \$124,729) and Taxation (10% at \$13,589). The project is expected to take 12 to 18 months. This will provide for the retention of consulting services to assist City staff.

Water Wastewater Master Plan

The purpose of this project is to provide for the five-year update of the City-wide Water/Wastewater Masterplan, concurrently with the Official Plan review. A 2016-19 Capital Budget request has been made for \$296,400. Source of the funding is the City-wide DC. The project is expected to commence in early to mid-2016 to coincide with the commencement with the Official Plan review.

Transportation Master Plan

The purpose of this project is to provide for the five-year update of the City-wide Transportation Master Plan (TMP) concurrent with the Official Plan Review. The project is expected to commence in early to mid-2016 to coincide with the commencement with the Official Plan review. The approved TMP Action Plan addressed the medium term (2016-2021) and provided that the City should determine the need for a TMP update based on the monitoring and assessment of TMP's progress, policy changes and GTA context. A 2016-19 Capital Budget request has been made for \$473,800. Source of the funding is the City-wide DC.

Storm Drainage and Storm Water Management Master Plan

The purpose is to update the City's Storm Drainage and Storm Water Management Master Plan concurrent with the five-year Official Plan Review. The project is expected to commence in early to mid-2016 to coinciding with the Official Plan review. A 2016-19 Capital Budget request has been made for \$296,200. Source of the funding is the City-wide DC.

Development Charges Study

The purpose of this study is to update the City-wide Development Charge Background Study and By-law, which will set the Development Charge rates for the ensuing five-years. A Capital Budget request has been made for 2016-2019. The study will be funded as follows; \$475,000 in total originating with Engineering DC 50% (237,500), General Government DC 45% (213,750), Taxation 5% (23,750). Preliminary work is expected to begin in 2017 and be completed in 2018. The results of the Official Plan Review/Municipal Comprehensive Review will inform the preparation of the DC study. \$475,000 (Engineering DC 50% (237,500), General Governments DC 45% (213,750), Taxation 5% (23,750). In addition a 2016 Capital Budget request has been made to assist in the preparation of the 2018 Engineering DC Background study update

Employment Sectors/Economic Development Strategy

The Economic Development Strategy was completed in 2010 and is not due for an update until 2019/2010. It was supported by the Employment Sectors Strategy Study that took place in advance of the preparation of the Economic Development Strategy. However, to inform the Growth Management Strategy/MCR and Five- year Official Plan Review there may be the need to advance work on the analysis of sector shifts to understand any emerging trends and the resulting impacts on employment levels and types and on the land required for such development. The Economic Development study was a \$100,000 project and the Employment Sectors Strategy Study was \$110,000 project. It will be important to maintain a current understanding of the employment situation in the City. Therefore, a \$110,000 Budget Request has been identified to update the Employment Sectors Strategy Study, commencing in 2017. The decision to proceed will be confirmed through the 2017 Capital Budget process.

Other Matters

As a result of further analysis there may be the need to request additional funding support. If necessary, this will be addressed through the follow-up report to Council and/or through the appropriate budget process.

Summary of Budget Estimates 2016-2019

Since much of this work is growth related, it will be funded through development charges. The preliminary cost of the program is summarized below. This does not include the cost of responding to Ontario Municipal Board appeals associated with the Municipal Comprehensive Review/Official Plan Review.

Review/Master Plan	Budget	Taxation	Engineering DCs	General DCs
Municipal Comprehensive Review/ Five Year Official Plan Review	\$1,623,110	\$162,310	-	\$1,460,800
Green Directions Vaughan	\$48,925	\$4,890	-	\$44,035
Transportation Master Plan	\$473,800	-	\$473,800	-
Active Together Master Plan	\$138,588	\$13,859	-	\$124,729
Water and Sewer Master Plan	\$296,400	-	\$296,400	-
Storm water/Drainage Master Plan	\$296,200	-	\$296,200	-
Development Charges Study	\$475,000	\$23,750	\$237,500	\$213,750
2018 Engineering DC Background Study Update	\$177,700	-	\$177,700	-
Employment Sectors Strategy Study	\$110,000	\$10,000	-	\$100,000
TOTAL	\$3,639,723	\$214,809	\$1,481,600	1,943,314

The range of required studies will be confirmed and the ultimate costs established through the Capital Budget approval process.

Next Steps

On receipt of Council direction to proceed, staff will initiate the preparation of the Project Charter and begin preparation of the Terms of Reference and the Request for Proposal to retain consulting resources to support the preparation of the MCR/5 Year OP Review. The target for issuing the Request for Proposal is the second quarter of 2016. Over the next six months it is expected that the following information will become available or be further refined:

- The City's Capital Budget will be approved.
- Preliminary results of the Region's MCR/OP Review and initial draft of the ROPA will be available, detailing:
 - The preferred development scenarios;
 - Population and Employment Projections;
 - The need for an Urban Boundary Expansion;
 - Policies identified by the Region for amendment.
- Any City-initiated (i.e. originating with Council or staff) amendments to VOP 2010 identified for consideration.
- Establishing the City's operating protocols for the internal staff technical team.
- The results of the branding exercise for the Growth Management process.

Having this information available will improve the procurement process by allowing for the preparation a more targeted Terms of Reference. It will refine the scope of work, inform the range of expertise the consulting team will need to provide and provide greater clarity on the timing and budget for the required work.

On this basis it is recommended that staff proceed with an update report to Council, prior to releasing the Request for Proposal.

Relationship to Vaughan Vision 2020/Strategic Plan

Pursuing the City's Municipal Comprehensive Review/Five Year Official Plan Review is consistent with the Term of Council priority to "Update the Official Plan and supporting studies". By proceeding as an update to the City's 2031 Growth Management Strategy (*Vaughan Tomorrow*) it will serve to support a number of other priorities, including: Invest, renew and manage infrastructure and assets; Attract investment and create jobs; Create and manage affordable housing options; Continue to cultivate an environmentally sustainable city; and Enhance civic pride through a consistent city-wide approach to citizen engagement. The elements of the growth management strategy are intended to be mutually supportive with the objective of developing a strategy and plan that is more than the sum of its parts. The Term of Council Priorities was approved by Council on September 30, 2015 as a result of the City's Service Excellence exercise.

Council also approved a corporate re-organization that resulted in the creation of a Planning & Growth Management operational unit. Its portfolio of responsibilities recognized the integrated and collaborative nature of growth planning and it provides the framework for addressing large scale projects such as this.

Regional Implications

The City's Municipal Comprehensive Review/Five Year Official Plan Review is being timed to follow the Region of York's process to ensure continuing conformity with the Region's Official Plan. City staff will be commenting and reporting on the Regional Municipal Comprehensive Review/Five-year Official Plan Review and the resulting ROP amendment; and consulting regularly with York Region staff when developing the City's Official Plan and Master Plan studies. The intent is to maintain a seamless transition between the Regional and City planning documents.

Conclusion

The City's Municipal Comprehensive Review/Five-year Official Plan Review will take the City's development horizon out to 2041. It represents the next stage in Vaughan's transformation, as it evolves into a city of close to 500,000 residents and over 300,000 jobs. This will provide for a continuation of the period of rapid growth and change that started in the early 1980's.

The direction recommended in This report will allow staff to complete the planning process for the MCR/Five-Year Review and the updating of the City's Growth Management Strategy. It is intended that Staff report back to Council in approximately six months with a project update including the project charter, organizational arrangements, outcome of the branding exercise, and a refined scope of work, budget and timeline, which will form the basis for a Request for Proposal for consulting services to assist the City in undertaking the Municipal Comprehensive Review/Five Year Review and proceeding with Growth Management Plan update to 2041.

On this basis it is recommended that the recommendations of this report be approved.

Attachments

1. York Region: Integrated Land Use, Infrastructure and Financial Planning
2. Draft Work Plan and Timeline.

Report prepared by:

Roy McQuillin, Director of Policy Planning, ext. 8211

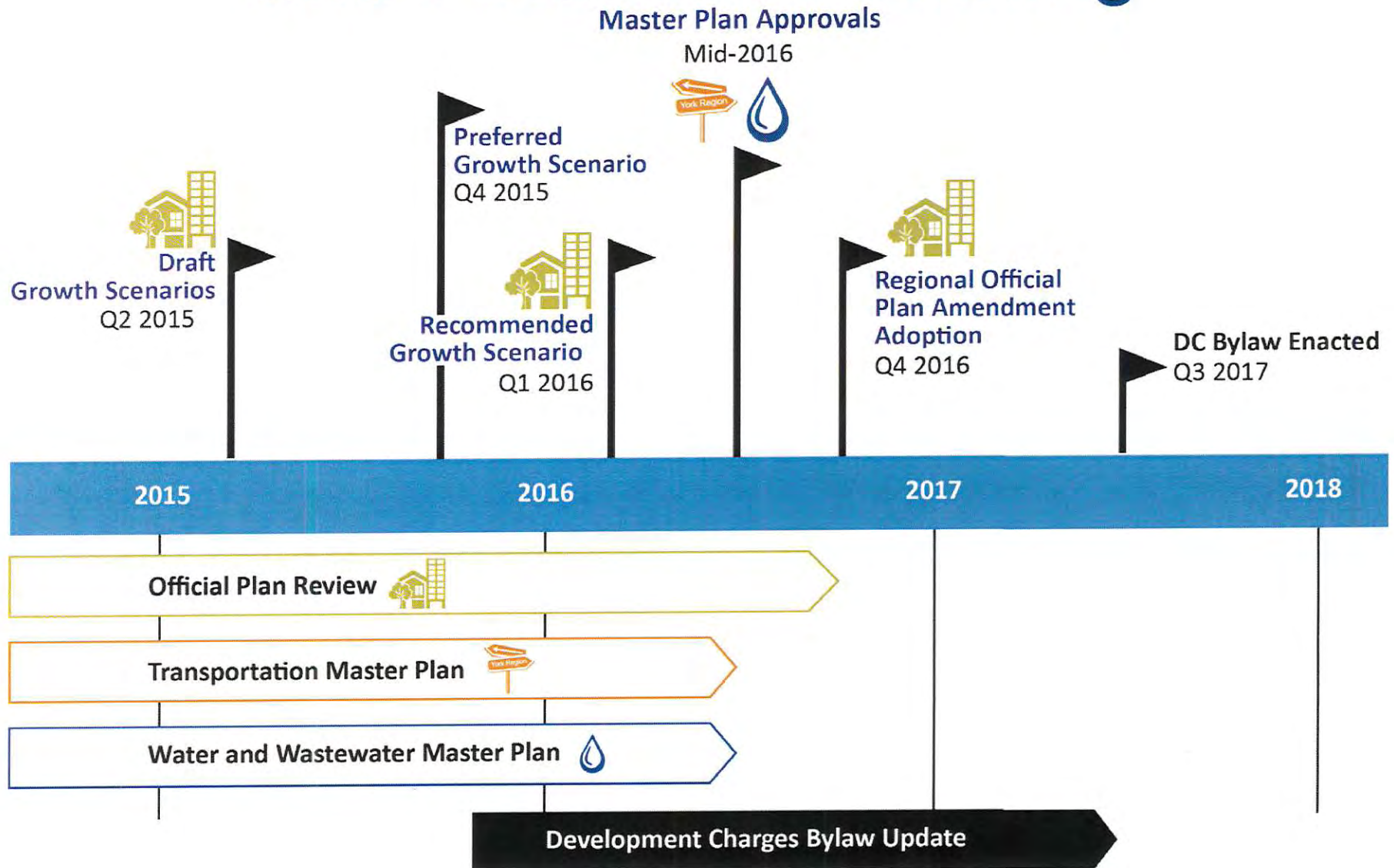
Respectfully submitted,

JOHN MACKENZIE
Deputy City Manager
Planning & Growth Management

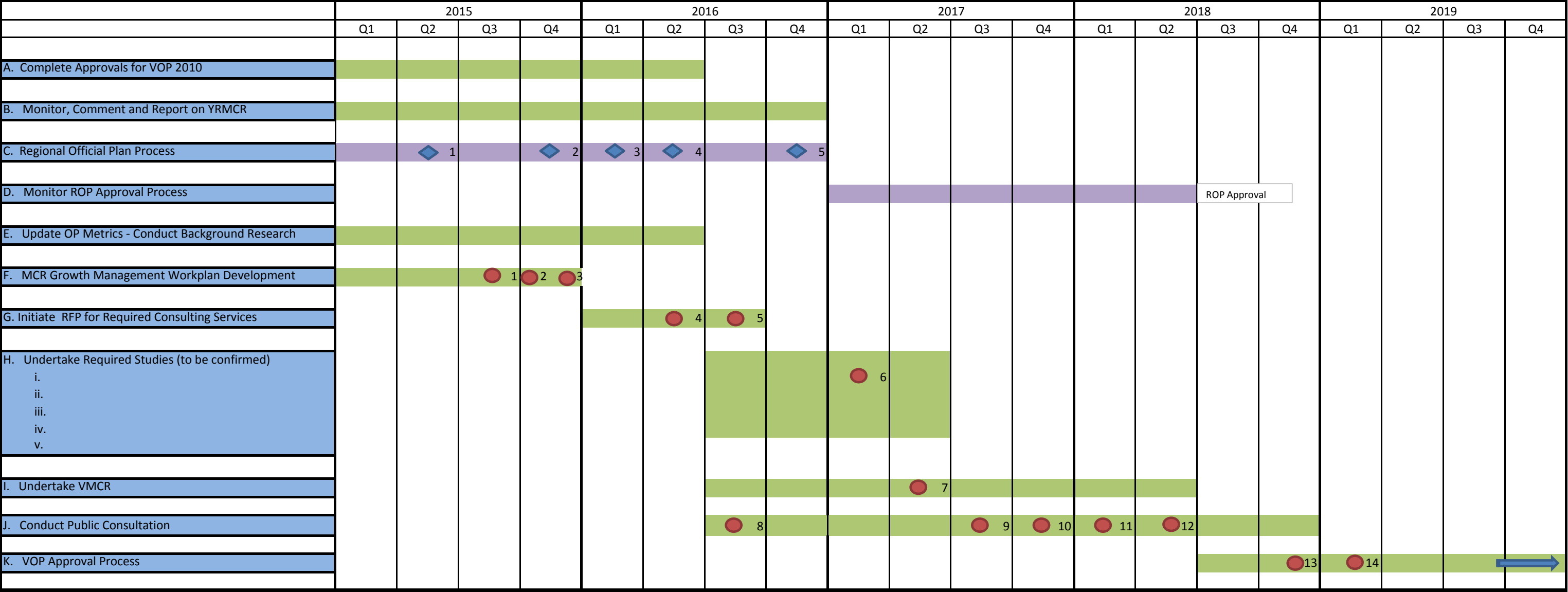
ROY MCQUILLIN
Director of Policy Planning &
Environmental Sustainability

/LM

Integrated Land Use, Infrastructure and Financial Planning



CITY OF VAUGHAN
GROWTH MANAGEMENT STRATEGY UPDATE AND
MUNICIPAL COMPREHENSIVE REVIEW PROCESS - 2041 (VOP 2018)



◆ York Region Municipal Comprehensive Review Milestones

- 1. Draft Growth Scenarios
- 2. Preferred Growth Scenario
- 3. Recommended Growth Scenario/Master Plan approvals
- 4. Draft Regional Official Plan Amendment
- 5. Adoption of Regional Official Plan Amendment

● City of Vaughan Growth Management/Municipal Comprehensive Review Milestones

- 1. Development of Work Program/Internal Consultation/Identify Study Components
- 2. Council direction to proceed with Municipal Comprehensive Review
- 3. Budget Approval
- 4. Retain Consulting Services
- 5. Kick-off Public Meeting
- 6. Report to Council on Master Plan Updates
- 7. Draft Official Plan Amendment for Public Comment
- 8. Initiate Public Consultation Program
- 9. Statutory Open House
- 10. Statutory Public Hearing
- 11. Technical Report
- 12. Plan Adoption
- 13. York Region Notice of Decision
- 14. Appeals Proceed to OMB