

CITY OF VAUGHAN
REPORT NO. 1 OF THE
VAUGHAN METROPOLITAN CENTRE
SUB-COMMITTEE

*For consideration by the Committee of the Whole
of the City of Vaughan
on May 3, 2016*

The Vaughan Metropolitan Centre Sub-Committee met at 9:44 a.m. on April 6, 2016.

Members Present: Mayor Maurizio Bevilacqua, Chair
Regional Councillor Michael Di Biase
Councillor Sandra Yeung Racco

The following items were dealt with:

**1 VAUGHAN METROPOLITAN CENTRE (VMC) DEVELOPMENT FACILITATOR
LIVE WORK LEARN PLAY, UPDATE**

The Vaughan Metropolitan Centre Sub-Committee advises Council:

- 1) That the recommendation contained in the following report of the Chief Corporate Initiatives and Intergovernmental Relations dated April 6, 2016, was approved; and**
- 2) That the presentation by Mr. Richard Martz, Partner & Principal, and Mr. Joseph Milos, Project Manager, LiveWorkLearnPlay, St. Paul West, Montreal, Quebec, and C1, presentation material titled: “*Vaughan Metropolitan Centre Development Facilitator for Vaughan’s New Downtown The VMC Implementation Plan DRAFT*”, dated April 6, 2016, was received.**

Recommendation

The Chief Corporate Initiatives and Intergovernmental Relations, in consultation with the VMC Strategic Advisory Team and VMC Project Management Team, recommends:

1. THAT the presentation regarding the draft VMC Implementation Plan by LiveWorkLearnPlay, be received for information purposes; and
2. THAT the FINAL Market Assessment Report of the VMC as prepared by LiveWorkLearnPlay and previously presented as draft at the VMC Sub-Committee in November 2015 be approved (Attachment 1).

Contribution to Sustainability

Green Directions Vaughan embraces a *Sustainability First* principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations.

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Economic Impact

There are no economic impacts associated with receiving this presentation and/or approving this report.

Communications Plan

In addition to this report, those looking for information about the VMC can find other City initiated studies, planning documents, links to demographic information and links to other external agencies that are related to work being undertaken in building Vaughan's new downtown on the City's website. The Project Management Team worked with Corporate Communications and ITM to create a consolidated VMC landing page on the City's website. The URL for the landing page is www.vaughan.ca/vmc.

Purpose

This presentation represents an initial draft of, LiveWorkLearnPlay's (LWLP) Implementation Plan for the VMC – a document that will outline the anticipated trajectory and timeline of development in the City of Vaughan's new downtown. LWLP will provide key recommendations regarding City priority-setting (with regard to key initiatives, resources, and funding) in order for the VMC to see continued success in realizing the City's vision for its new downtown.

This presentation overviews and consolidates LWLP's Market Assessment research, landowner plans and the goals each have for their land's development and outcomes of economic modeling undertaken by LWLP to draw conclusions and set expectations for the new downtown over the next 15 years, in 5-year increments (2016-2021, 2021-2026, and 2026-2031) to the best of LWLP's ability given what is known today. This presentation also highlights LWLP recommendations regarding key City priorities related to the VMC.

The final report and presentation will be presented at the May 2016 VMC Sub-Committee. In addition to the presentation of the report in May, the Implementation Plan will complete LWLP's work associated with their original scope of work.

Background – The VMC Implementation Plan

The Vaughan Metropolitan Centre ("VMC") is becoming the City of Vaughan's downtown – an intense, dynamic community that will be the heart of the City, economically, culturally and physically, for all of the residents and historic communities that compose Vaughan today, and the future generations of residents, employees and visitors.

As the City's "Development Facilitator" for the VMC, working under the direction of the Office of Chief Corporate Initiatives and Intergovernmental Relations, LWLP's role over its 18-24 month mandate has been to:

- Help ensure that Vaughan and VMC stakeholders define and achieve their short-term (0-5 year) development and place-making goals and objectives in a reasonable timeframe, and;
- Create an implementation framework to catalyze and guide the VMC's medium-term (5-10 year) and longer-term (10+ years) development and phasing, associated economic and experiential success.

The Implementation Plan for the VMC represents the final scope of work in LWLP's mandate; it builds on LWLP's earlier Reconnaissance and Strategic Assessment (RSA) and Market Assessment (MA) reports, as well as the information received during the ongoing VMC Working Group meetings and ongoing stakeholder engagement with VMC Landowners and City staff, to help establish a development trajectory of the VMC's build-out based on landowner plans, market conditions and anticipated development trends. It also outlines critical items that the City must consider and focus on in order to mitigate identified risks and help the VMC achieve its goals and potential.

The Implementation Plan has four major areas each built on City and landowner feedback:

- **Development Phasing:** Providing estimates of development phasing in the new downtown based on market conditions, landowner plans and current development activity
- **Benchmarking:** Providing realistic expectations for the VMC's build-out compared to its stated development targets (by a planning horizon of 2031) based on the underlying research of LWLP's Market Assessment report and additional related supporting research
- **Vaughan Priority Setting:** Outlining recommended Vaughan priorities (deals, initiatives and projects) for the VMC's implementation in the immediate term and strategies to see them accomplished that respect staff resources and availability
- **Exit Strategy:** Establishing a strategy for the VMC landowner community and Vaughan staff to carry forward without the VMC Development Facilitator

Through a series of detailed interviews, LWLP has compiled a potential Phasing Plan for the VMC that reflects the anticipated timelines, expected development typologies and yields of the major landowners that comprise the new downtown. As a result, this Phasing Plan of the VMC's implementation effort – which has been laid-out in three estimated five-year increments until 2031, provides a reasonable estimate of where and how much development activity landowners are anticipating over discrete time periods; helping staff to resource time and focus to certain areas of the new downtown and better plan for forthcoming development requirements or internal projects. This Phasing Plan exercise will also help the City understand risk factors and opportunities linked to specific areas of VMC development.

The Development Facilitator has compiled a future-oriented economic model of the VMC that assesses the likelihood of Vaughan hitting its development targets for the new downtown

Building off the extensive research conducted during LWLP's Market Assessment and informed by the Province of Ontario's Growth Plan as well as other previous consultant studies performed for the City, the Development Facilitator has compiled a future-oriented economic model of the VMC that assesses the likelihood of Vaughan hitting its development targets for the new downtown for residential, retail and office uses. In order to best provide benchmarks for the City to assess its implementation performance over this 15-year timeline, LWLP has built several considerations and development scenarios into this economic model to account for evolving market trends and the potential impacts of VMC distinguishers like the planned opening of the Spadina Subway extension in December, 2017.

LWLP has identified essential priorities, but also proposed strategies for how staff can properly resource them and bring-in appropriate third-party resources to supplement Vaughan staff

On an ongoing basis over the course of its VMC Development Facilitator mandate, LWLP has provided the VMC Project Management Team with feedback on its project planning and implementation priorities relative to the new downtown – highlighting those critical projects and initiatives that the City in LWLP's assessment, needs to focus on in order to ensure the VMC is properly set-up for delivery and has the best chance to succeed as envisioned. These major recommendations are formalized here along with their associated rationale. As a part of this, LWLP has not only identified essential priorities, but also proposed strategies for how staff can properly resource them and bring-in appropriate third-party resources to supplement Vaughan staff, given that some of these initiatives are essential to creating a 21st century downtown, they will require specialized expertise that can augment Vaughan's existing staff.

Creating a forward looking strategic approach for Staff as the Development Facilitator completes its 18 month mandate

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A core component of LWLP's mandate has been to establish and lead a process for regular engagement with VMC landowners to ensure the free-flow of communication and that decisions are informed by real time input from those private sector stakeholders essential to developing the VMC. The City must continue this process in carrying forward with the new downtown once the VMC Development Facilitator finishes its scope of work. To this end, the "Exit Strategy" includes considerations for how to structure and run ongoing engagement with landowners through maintaining the VMC Working Group, suggestions for properly circulating information for comments and feedback from stakeholders and outlining resources for building capacity with staff.

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

The matters referred to in this report support Term of Council's priority of facilitating the development of the VMC.

Regional Implications

Not Applicable

Conclusion

The City of Vaughan retained LiveWorkLearnPlay (LWLP) as its Development Facilitator through a public RFP process to take on an implementation and leadership role in the next development phase of the VMC, focused on growth, investment and placemaking.

LWLP began work on October 1, 2014, with the 18-24 month mandate of:

- Helping to ensure that the City of Vaughan and the VMC stakeholders define and achieve their short-term (0-5 year) development and place-making goals and objectives
- Creating an implementation framework to catalyze and guide the VMC's medium-term (5-10 year) and long term (10+ years) development and phasing, and associated economic and experiential success over time

Specifically, LWLP has focused the Development Facilitator mandate into four specific categories of work, as articulated in their successful response to RFP 14-115:

- A. Stakeholder Engagement: Leading an effective stakeholder engagement process that facilitates constructive ongoing dialogue with COV representatives, other stakeholders as necessary, and the VMC landowners to inform and foster consensus building around City and government decision-making.
- B. Strategic Direction and Background Analysis: Producing a high-level strategic assessment of the VMC today based on a review of baseline materials, an analysis of existing conditions, and outreach to both key internal City staff and leadership as well as the VMC landowner community.
- C. Business Plan and Financial Modeling: Evaluate and provide strategic direction on the market potential for retail, residential, and office development in the VMC, as well as potential parkland and civic acquisitions, development and operations of public spaces, and provide relevant financial model(s) to inform decision-making, and determination of priority projects.
- D. Implementation Strategies: Outline strategies related to municipal investment, VMC phasing, potential development deal structures, and economic development and business attraction, while shaping priority projects and setting a development framework and approach to ensure accountability and continuity.

LWLP has now begun its final phase of work related to Part D – Implementation Strategies.

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In order to properly set up the new downtown for success and see to the early-term creation of place, LWLP will be working with VMC stakeholders to finalize the VMC Implementation Plan and ensure that it will become a living document with staff and landowners for the new downtown.

This work will assist the City in making a Place - an intense, dynamic downtown that will become the heart of the city, economically, culturally and physically for all of the residents and historic communities that compose Vaughan today and the future generations of residents, employees and visitors.

Attachment

1. LWLP FINAL VMC Market Assessment Report (presented as draft in November 2015)

Report prepared by:

Tim Simmonds, Chief Corporate Initiatives and Intergovernmental Relations,
Office of the City Manager
Ext. 8427

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

**2 UNDERGROUND RELOCATION OF HYDRO DISTRIBUTION LINES UPDATE
HIGHWAY 7 AND JANE STREET
VAUGHAN METROPOLITAN CENTRE
WARD 4**

The Vaughan Metropolitan Centre Sub-Committee advises Council:

- 1) **That the recommendation contained in the following report of the Deputy City Manager, Planning & Growth Management and the Director, Development Engineering & Infrastructure Planning, dated April 6, 2016, was approved.**

Recommendation

The Deputy City Manager, Planning & Growth Management and the Director, Development Engineering & Infrastructure Planning, in consultation with the Director, Financial Planning and Development Finance and Deputy City Treasurer and with the Chief Corporate Initiatives & Intergovernmental Relations, recommend:

1. THAT Council authorize staff to work with PowerStream, Region of York and the relevant landowners to establish a suitable utility corridor along Highway 7 and Jane Street within the Vaughan Metropolitan Centre to facilitate the future undergrounding of the existing aerial hydro distribution and telecommunication lines.

Contribution to Sustainability

The undergrounding of hydro lines contributes to sustainability by simplifying the public realm and streetscape, reducing the requirement for tree trimming, unencumbering pedestrian pathways and minimizing the exposure of hydro lines to the natural elements which can cause power outages. However, it is generally more expensive to install underground hydro lines.

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Economic Impact

There are no immediate economic impacts associated with the recommendations of this report.

Communications Plan

There is no specific communication plan associated with this report other than to forward a copy of this report to the Region of York and PowerStream and to share this report with the landowners of the VMC.

Purpose

The purpose of this report is to update Council on the results of staff's continued discussions with relevant stakeholders regarding opportunities to underground the hydro distribution lines and utilities along Highway 7 and Jane Street within the Vaughan Metropolitan Centre (VMC), and to obtain the necessary authorize to commence work on the identification of a suitable utility corridor.

Background - Analysis and Options

Council, at its meeting on May 12, 2014 directed:

"That staff organize, as soon as possible, a stakeholders meeting along with PowerStream and York Region Rapid Transit working towards a cost sharing agreement with adjacent landowners for undergrounding hydro lines in the Vaughan Metropolitan Centre."

In 2009 York Region and PowerStream determine that undergrounding hydro distribution lines along Highway 7 is; cost prohibitive, unfunded, and would result in significant delays to the overall Rapidway project

In 2009 York Region Rapid Transit Commission (YRRTC) and PowerStream released a consultant report which investigated the technical options and impacts of relocating the existing hydro lines using overhead pole line construction or underground plant in connection with the VivaNext Rapidway project along Highway 7. Based on the study findings and the substantial costs associated with the underground hydro system, YRRTC concluded it was not feasible to underground the hydro lines along Highway 7 without impacting the schedule of the Rapidway project through the VMC and incurring considerable additional expense, which was not included in the project budget.

Construction of Highway 7 Rapidway between Edgely Boulevard and Bowes Road is well underway and scheduled for completion concurrently with opening of VMC Subway Station in late 2017

In the fall of 2013, PowerStream began the relocation of existing overhead hydro lines along Highway 7 within the VMC area.

The Toronto-York Spadina Subway Extension Project included undergrounding of the hydro lines within the subway corridor. In addition, PowerStream has extended the undergrounding of hydro lines from the subway corridor to the east side of Jane Street in order to ensure system continuity and given system complexity issues at the intersection.

Accordingly, the current relocation plan provides for underground hydro plant from the east side of Jane Street to the west side of the subway corridor. All hydro relocation beyond these limits will remain above ground.

Landowners in the north-east quadrant of the VMC express interest to pursue undergrounding of hydro lines along Highway 7 and Jane Street

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Since the last update to Council in April 2014, staff have been involved in continued discussions with relevant stakeholders and PowerStream to understand the high order magnitude of costs for undergrounding hydro along Highway 7 and Jane Street.

Active developments within the north east quadrant of the VMC have also prompted further discussions with PowerStream to pursue opportunities for the hydro undergrounding adjacent to their respective properties. These landowners include Zzen, Midvale, Royal 7 Developments (EXPO City) and Berkley Developments, as shown on Attachment No.1.

Undergrounding the hydro lines along Highway 7 and Jane Street will cost approximately \$10 million

Over the last several months, a number of individual discussions were held with City and PowerStream staff and with representatives from landowners in the north-east quadrant of the VMC, namely Zzen, EXPO City and Berkley Developments, to discuss the opportunity to bury the hydro lines (on the north side of Highway 7 from Jane Street to Creditstone; and along Jane Street, north of Highway 7) and the related cost.

Subsequently, City staff facilitated a group meeting with PowerStream and the landowners on March 2nd, 2016 to discuss strategies for funding and other possible considerations to underground the existing hydro.

PowerStream indicated that a technical review would be required to determine if a corridor was available on the north side of Highway 7 to bury the hydro lines. However, assuming a corridor was available either on the boulevard or an easement through the development lands, the total preliminary estimated capital cost to remove the existing pole line and install an equivalent underground system (within a required 5 meter corridor across the frontage of properties on north and south side of Highway 7 and Jane Street) is approximately \$10 million. The estimated cost is high level and will be refined once the project scope is confirmed and a detailed design is complete. The estimated cost could be shared based on an equivalent ratio of total cost to total linear property frontage. Attachment No. 1 identifies the limits of this work.

PowerStream indicated potential impacts to the overall scope and budget if the hydro is buried incrementally. Works should be implemented comprehensively as fragmented underground sections require increased poles at either end of any underground sections.

These details have been shared with the landowners for their review and consideration for implementation options. PowerStream indicated that works may proceed only subject to an funding commitment from relevant stakeholders and the protection and identification of a corridor. The landowners expressed interest in undergrounding but the common concerns shared are the overall cost of the works, front-ending for others, implementation, cost sharing and cost recovery mechanisms.

City funding to bury the hydro lines on Highway 7 (North and South Sides) and Jane Street is not available

Staff did explore possible funding sources for the undergrounding work. However, given hydro services are not the City's infrastructure, it would be inappropriate and/or ineligible to fund these works through Development Charges, Local Improvement Charges, or property taxes. Although City Staff explored various options, a viable business case for the City to fund the cost (\$10 million) is not feasible.

As previously noted, the only source of funding for the preliminary cost of undergrounding the hydro lines is through cost-sharing agreements with the adjacent landowners. This option presents the only viable funding mechanism whereby the stakeholders abutting the undergrounding would pay their share of the costs up front to PowerStream. PowerStream would typically undertake the work using

their contracted resources but may consider allowing a third party proponent to undertake the work subject to the necessary agreements being in place. The City could play a role in protecting for the corridor in the review of development proposals and plans.

Undergrounding a segment of the hydro lines between Highway 400 and Edgeley Boulevard is also being considered

In addition to exploring hydro undergrounding along Highway 7 in conjunction with the next phase of the VivaNext Rapidway project, City and PowerStream staff have looked into the existing pole line on the north side of Highway 7, between Highway 400 and Edgeley Boulevard. The poles between Commerce and Edgeley have been relocated by the Phase 1 Rapidway project using overhead polelines. Accordingly, PowerStream advised that the remaining poles adjacent to SmartReit lands between Commerce and the new Highway 400 ramp extension into the VMC (approximately 3 poles, 200m long) would only be relocated as part of the H2 Rapidway project. SmartReit expressed that they do not see a benefit in burying the hydro line at this time.

The Black Creek channel will create a buffer between future development and the existing pole lines along Jane Street

The existing hydro poles along the east side of Jane Street, south of Highway 7 will be assessed in conjunction with the Black Creek Renewal Class EA project and subsequent design. The Black Creek is an environmental feature, thus the relocation of these hydro lines may not be as significant as the future Black Creek renewal work will act as a buffer between future development and the hydro infrastructure. In addition, the naturalized vision along the westerly edge of the Black Creek will provide significant tree canopy along the existing pole line.

Securing an easement corridor on private property to facilitate the hydro undergrounding in the future may be an option

A minimum 5 meter corridor would be required by PowerStream to facilitate the hydro undergrounding across the frontage of properties along Highway 7 and Jane Street. The easement would need to accommodate both hydro and telecommunications. Given the limited boulevard space and interest in avoiding surface impacts, the City and PowerStream staff discussed protecting a corridor on private property as an alternative and securing the installation of contiguous duct work within an easement between the existing York Region right of way and the proposed/existing building frontages along Highway 7 and Jane Street. The ducting could be installed now in conjunction with development so it could be available in the future to facilitate the burying of the hydro lines. This option is only suggested if there is a reasonable chance that undergrounding would occur in the near term. The duct structure may not be useable over time as it will deteriorate.

As another alternative, Staff is also exploring a means of establishing an easement corridor for properties fronting Highway 7 and Jane Street for the provision of undergrounding the hydro in the future if one is not available within the right of way. It is therefore recommended that staff continue to work with PowerStream, Region of York and the relevant landowners to establish a suitable utility corridor along Highway 7 and Jane Street within the VMC to facilitate the future undergrounding of the existing hydro distribution and telecommunication lines. For the EXPO City, Zzen and Midvale developments, staff will pursue protecting for a 5 meter easement abutting the Regional right of way until details for undergrounding could be confirmed.

PowerStream may consider seeking Board approval for contributing funding towards future hydro undergrounding on Jane Street

One of VMC's objectives is to have the hydro lines buried to provide an full urban streetscape that is compatible with a downtown urban core environment. Hydro undergrounding is supported by policies in the VMC Secondary Plan. Although there is significant interest by most stakeholders in the VMC to underground the hydro, funding the cost continues to be the biggest challenge.

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In keeping with Vaughan's city building objective, PowerStream suggested they could re-open and re-explore other possible opportunities for funding the related preliminary costs if the City or York Region secure a possible funding source. As assessed in the hydro line relocation report prepared by YRRTC and PowerStream, there is a lack of identified funding for the cost of burying the hydro distribution lines, but as indicated with PowerStream staff, a business plan justifying potential funding options can be prepared and brought forward to their Board of Directors (the Board) for consideration only if there is a funding source in place.

Normally a business case may be supported by the Board if the existing hydro lines were reaching their end of life cycle and PowerStream may contribute the cost associated with the replacement of the lines. However, PowerStream indicated that there would be no business case to contribute towards the undergrounding along Highway 7 burying because the infrastructure is new and has a forty five year life cycle. Therefore, there would be no business case to support Board approval for financial contribution to the undergrounding along Highway 7. Notwithstanding, PowerStream indicated that there may be opportunity to cost share towards burying hydro along Jane Street only if the work is completed at the same time as a bonafide road reconstruction project to support a relocation request by York Region. Accordingly, PowerStream would contribute the equivalent overhead relocation contribution that is typical with overhead relocation projects.

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

The matters referred to in this report support Term of Council's priority of facilitating the development of the VMC.

Regional Implications

The undergrounding of utilities is consistent with the Region of York Official Plan policies. It is expected that the Region should provide sufficient space in their right-of-ways to accommodate hydro undergrounding within Regional Centres and Corridors. Confirmation of the Region's position on this issue in the VMC and other Centres and Corridors where undergrounding may be warranted will be helpful.

Conclusion

The landowners along Highway 7 and Jane Street expressed desire to continue to explore the undergrounding options with Staff and PowerStream and a follow up meeting is being scheduled for late April 2016 to continue the discussions. Region of York representatives will be invited to participate in these discussions.

In accordance with PowerStream's preliminary high level cost estimate, undergrounding the hydro lines along Highway 7 (north and south sides) and Jane Street will cost approximately \$10 million.

Staff is recommending that a suitable utility corridor be established along Highway 7 and Jane Street within the VMC to facilitate the undergrounding of the existing hydro and telecommunications lines in the future.

Attachment

1. Highway 7 & Jane Street Hydro Undergrounding Map

Report prepared by:

Jennifer Cappola-Logullo, VMC Project Manager, Ext. 8433

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

3 **PRIORITY PROJECTS UPDATE
FOR THE VAUGHAN METROPOLITAN CENTRE**

The Vaughan Metropolitan Centre Sub-Committee advises Council:

- 1) That the recommendation contained in the following report of the Chief Corporate Initiatives and Intergovernmental Relations dated April 6, 2016, was approved.**

Recommendation

The Chief Corporate Initiatives and Intergovernmental Relations in consultation with the Vaughan Metropolitan Centre Strategic Advisory Team (SAT) and VMC Project Management Team (PMT), recommends:

1. That this report and the accompanying presentation BE RECEIVED.

Contribution to Sustainability

Green Directions Vaughan embraces a *Sustainability First* principle and states that sustainability means the City shall make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations.

Economic Impact

There are no economic impacts resulting from this report. Each of the projects outlined in the VMC Implementation Plan have allocated budgets.

Communications Plan

The VMC Project Team, with representatives from SAT and the PMT, continues to hold regular meetings with stakeholders to promote development within the VMC. Four interactive VMC Working Group sessions were held between March 2015 and February 2016 to streamline engagement with stakeholders. The sessions are planned to continue on a regular basis.

In addition, the VMC Project Team continue to provide regular updates to Council and members of the Senior Management Team (SMT) through the regularly scheduled Moving Forward Newsletter. Circulation of the Newsletter will be broadened in 2016 to reach all City staff. Regular updates about VMC related projects continue to be posted to the City's dedicated website, www.vaughan.ca/vmc.

As a tool to increase public awareness and understanding of the VMC, the PMT, in collaboration with the Economic Development and Culture Services Department, has implemented a two-year Community Engagement Plan. The primary focus of the plan is to communicate and explain the VMC vision in ways that resonate with target audiences. The plan incorporates a range of marketing tools and engagement tactics including social media platforms, online channels, videos, photography, interactive kiosks, editorials, literature and marketing placements.

Key Messages:

- The VMC Implementation Plan is a tool that has been developed to prioritize and manage the timing and coordination of the many public sector initiatives involved in developing the VMC. Originally developed in 2011, the plan has been regularly updated by the PMT to track and monitor the status of all projects completed, planned or underway in the downtown. The plan

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is transitioning from the earlier planning stages to complex coordination of design and construction phasing as the implementation of the first milestone projects begin.

- The Mobility Hub and Edgeley Pond and Park areas have been identified as critical areas of focus in order to support development in the initial phase of the build out of the VMC, leverage key investments in infrastructure, and support early placemaking strategies for the downtown. Staff has been working closely with stakeholders to coordinate the streamlined planning, design and delivery of key interrelated projects in these areas. Bringing these priority areas to these critical stages allows the City to be ready for any provincial or federal government infrastructure funding grants, should they become available.
- The complexity and scale of the priority project areas have required SAT to take on a critical role in facilitating coordination with stakeholders, addressing complex development issues and mitigating risk for the City to ensure that development can proceed.
- Live Work Learn Play (LWLP), the City's development facilitator, is nearing the end of its scope of work. SAT will play a key role in transitioning LWLP's work to staff and continue the process of collaborating and engaging landowners and stakeholders to resolve matters of strategic importance.

Purpose

The purpose of this report is to provide Council with an update on the status of projects in the VMC Implementation Plan, and to outline a strategy for highlighting priority project areas within the VMC based on active projects, developments applications, infrastructure investments and activation initiatives. These priority areas are consistent with the recommendations of LWLP, and the affiliated projects are consistent with development timeframes of key stakeholders.

Background - Analysis and Options

Executive Summary

SAT was established through the VMC Refreshed Governance model in April 2015 and is comprised of senior leaders across various City departments. SAT continues to meet regularly to align priorities, direct resourcing and make collective recommendations to Council on VMC related matters.

The VMC Implementation Plan is transitioning from the earlier planning stages to the complex coordination of design and construction phasing of the first projects breaking ground in the VMC. Six signature projects came before the Vaughan Design Review Panel in the last year, indicating that development is gaining momentum within the VMC.

Over the past year, SAT has worked with the Chief Corporate Initiatives and Intergovernmental Relations and PMT to define key priority areas for the VMC that provide a focus of investment to unlock development potential and support placemaking in the City's new downtown. In doing so, SAT has recognized the need to focus on how the many pieces of development are starting to converge in a concrete and tangible way. To align with active development momentum, infrastructure catalysts and placemaking initiatives, the Mobility Hub and Edgeley Pond and Park areas have been identified as critical areas of focus to support development in the initial phase of the VMC. Supporting these areas with a Parking Strategy and Utility Servicing Master Plan will provide the framework for a well-integrated development context. This strategic approach to the proactive delivery of key projects within the VMC Implementation Plan supports the conclusions from the VMC Market Assessment prepared by LWLP, and helps to realize the Term of Council priority of facilitating development of the VMC.

Implementing the Placemaking Priorities

1. The Mobility Hub will be the new face and identity for Vaughan and the entire GTA as a new downtown.

The arrival of the first transit connections to the VMC are projected to be completed by the end of 2017. Over the next few years, the landscape of the VMC's core Mobility Hub will change dramatically. This is an exciting time for Vaughan, with the delivery of a number of first-of-a-kind projects for the City that begin to crystallize the vision for the new downtown as a vibrant, walkable downtown by enhancing the quality of life for residents with innovative transit-oriented planning and urban design at every scale.

The Mobility Hub will become the heart of civic life during the VMC's early formation days. By 2019, York Region Rapid Transit Corporation / vivaNext forecasts that 20,000 transit riders will be moving through the Hub daily. In addition, it is anticipated that more than 1,000 employees will occupy the first officer tower and mixed-use project adjacent to the Hub.

In anticipation of this, staff has been working closely with stakeholders to coordinate the streamlined planning, design and construction of key projects and infrastructure investments in the Hub. Major capital projects include transit related infrastructure such as the TTC Station, vivaNext Highway 7 Rapidway and YRRT Bus Terminal; public realm projects such as Transit Square and TTC Plaza; active developments including the KPMG office building, YMCA mixed-use building and parking structure; road construction works such as Millway Avenue, Applemill Road, New Park Place and Portage Parkway; and strategic issues such as the development of a parking strategy and utility master plan to address a well-planned and integrated development framework. These projects represent a range of partnerships, with some managed by the City and others managed and executed by external stakeholders.

The magnitude of coordination issues and complex challenges associated with the implementation and delivery of these Mobility Hub projects has required strategic leadership and ownership offered by SAT. The following list captures a sense of the complexity of issues being addressed:

- Responding to Secondary Plan OMB appeals and negotiating potential resolutions
- Enabling streamlined planning approvals, design review and construction coordination
- Phasing, funding and public-private partnerships
- Land exchanges and legal agreements
- Scheduling and coordination within multiple construction sites
- Interdependencies between project delivery
- First urban level of service projects, including the City's first privately-owned public square, first cycling infrastructure and enhanced streetscapes
- Leveraging the City's Design Review Panel to further refine and improve design of development projects
- Branding, messaging and marketing coordination
- Managing the resourcing of the PMT and VMC Development Activation Group (DAG)

Most of these represent an entirely new set of considerations, issues and service delivery requirements tied to this new urban form of development that the City has not yet faced in its history.

2. The Edgeley Pond is positioned as a signature feature that will enhance the VMC's identity and create the first residential neighbourhood in the new downtown.

The second area of focus prioritized by SAT is the Edgeley Pond and Park, which is the largest open space in the VMC flanked by the first residential development applications. Within the downtown's first neighbourhood, it is planned to offer a complementary alternative to the VMC's urban life and be a major destination within the City and broader Region. Edgeley Pond's envisioned iconic design will combine ecological and sustainability principles with active and passive recreation programs that will offer amenities for the over 7,400 new residents to the VMC. Solving the storm water management

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issues associated with the Edgeley Pond retrofit is vital to unlocking development potential in the area, as is leveraging the critical urban design and placemaking potential that it holds as the only City-owned lands in the VMC.

Downstream from Edgeley Pond, the Black Creek corridor is positioned as a signature feature that will create identity for the new downtown, attract investment along its frontage, support urban growth, and add value as the prominent open space amenity and natural heritage feature for the VMC community. With additional development and re-development proposed, a more specific assessment of water management needs and opportunities was required to reduce the impact on infrastructure and property. Although the Black Creek infrastructure improvements are slated for later development phases, the Environmental Assessment and Black Creek Optimization Studies have been completed. Staff is working a funding strategy for the stormwater infrastructure, with a report coming to Finance, Administration and Audit Committee in April 2016.

3. Developing a public parking strategy that addresses short-term and forecasts long-term parking needs in the VMC

The VMC's potential for high-density, mixed-use development is now being realized through a number of active development applications. Given the proposed densities and considering the land uses and pedestrian friendly urban form envisioned by the VMC plan, a strategic plan for public parking will be required – but what is the right balance between supporting economic development and not detracting from the vision for an active and vibrant urban centre? How will this be phased? What are the immediate needs that will address the short-term and overall parking requirements? To address these issues a Parking Strategy will provide an integrated roadmap for the City and stakeholders. As a first deliverable, it is intended to guide and direct the City in managing public parking, associated with the opening of the transit infrastructure and private sector development from 2017. The study should also develop a parking strategy that will guide the City through the planning horizon of 2031 and will enable the City to properly manage the transportation needs associated with the anticipated short term growth in the VMC in a manner that will facilitate the area's transition to an urban environment. As well, the strategy will outline the methodology that the City will undertake in future to meet the long term 2051 planning horizon parking needs.

4. A Utility Master Plan is fundamental to support the VMC's full build-out and implementation as an industry-leading piece of city building

In order for the VMC to truly come together as an integrated downtown, it is imperative that placemaking projects and the public realm be executed to a flawless standard. For the VMC's ultimate success, conflicts with infrastructure provision need to be avoided to all extent possible if the VMC is to live up to its potential, function cohesively and predictably, and emerge in the market as a real destination and place for investment.

The City's existing functional servicing plan maps out the essential municipal infrastructure including water distribution, sewer and stormwater management. A Utility Master Plan will identify the provision of hydro distribution, gas distribution, cable, telecommunication and broadband or digital infrastructure that may also give direction to the coordinated physical planning of infrastructure, fulfilling several objectives: future-proofing development needs, encouraging better built form and design (where possible); and avoidance/mitigation of conflicts with the usage of the public realm. City staff is exploring the opportunity to develop a coordinated Utility Master Plan among key stakeholders.

5. Using technology solutions to manage complex projects.

In setting down the myriad of complex issues relevant to both these priority areas, staff are utilizing the corporate-wide project management software platform, Eclipse, to manage workflows, as well as assess project resourcing, risks and performance metrics. With the assistance of staff from the Office of the Chief Information Officer, PMT will be one of the early adopters, rolling out the project plans on a cross-department basis. This tool will provide triggers and alerts ensuring that important and pivotal

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projects or issues adhere to stated timelines and budgets.

At the same time, staff will be transforming the current Moving Forward newsletter to deliver news from the VMC to a broader set of audiences. The newsletter will be redesigned to incorporate more of the VMC branding and more visuals; as well, articles and stories will be tailored to deliver information using more accessible, common language. The new design format will also assist staff to incorporate it into e-newsletters, blogs as well as social media.

The placemaking vision for the VMC – what the public feels and experiences – represents but the outermost layers of the new downtown. Beneath and behind those layers, are complex sets of policies, development agreements, ownership, management and programming decisions which drive the ongoing delivery of public and private realms that meet stakeholder objectives in a manner which is seamless, sustainable and yet offers the greatest opportunities for civic, social and cultural engagement.

Although the VMC may be viewed as being at its inception, the priorities established today will act as catalysts to attract investment, create synergies with the development community and demonstrate commitment on the part of the City to placemaking in the VMC for the long term. Ultimately, the realization of the Mobility Hub and Edgeley Pond areas will be keys that distinguish the VMC as a unique place set apart from other office nodes.

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

The matters referred to in this report support Council's priority of facilitating the development of the VMC.

Regional Implications

Building a downtown is an ambitious goal. Collaboration with broader regional stakeholders continues to be an important factor in ensuring the success of the VMC.

Conclusion

Building a downtown from what is essentially a greenfield site is a significant challenge and opportunity in Vaughan's history. The complex and often interwoven issues of developing the VMC requires a multidisciplinary approach. Through the leadership of SAT, a strategy has been developed to prioritize the areas of the Mobility Hub and Edgeley Pond and Park to align with active projects, developments applications, infrastructure investments and activation initiatives. As LWLP nears the end of its tenure, SAT will continue to play a critical role in collaborating and engaging in working sessions with landowners and stakeholders to revolve matters of strategic importance.

Within the Mobility Hub and Edgeley Pond and Park, these catalytic projects including the YMCA/Community Centre/Library form the most enduring and critical private and public realm developments in the VMC. As infrastructure partners such as the TTC and YRT complete their project builds; and development partners deliver their first phase buildings; a new activation, operation and engagement phase begins – this sets the stage for public usage and connection that establishes the VMC as 'the Place'. The first phase of the VMC vision is coming to fruition, and for all stakeholders, the commercial reality of incoming rents, revenues and new residential, office, retail and commercial tenants is generating a return on investment by adding significant economic value.

Attachments

None

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Report prepared by:

Tim Simmonds, Chief Corporate Initiatives and Intergovernmental Relations,
Office of the City Manager
Ext. 8427

4

ENABLING SMART CITIES IN THE DIGITAL AGE

The Vaughan Metropolitan Centre Sub-Committee advises Council:

- 1) That the recommendation contained in the following report of the Deputy City Manager, Planning and Growth Management and the Director of Economic Development and Culture Services dated April 6, 2016, was approved; and**
- 2) That the presentation by:**
 - (a) Mr. Doug Lindeblom, Director of Economic Strategy, York Region, and C2, presentation material titled “*York Region Broadband Strategy*”; and**
 - (b) Mr. Ron Gordon, Senior Advisor – Smart + Connected Communities, CISCO Canada, and C3, presentation material titled “*City Digitization*”, was received.**

Recommendation

The Deputy City Manager, Planning and Growth Management and the Director of Economic Development and Culture Services, in consultation with the Chief Information Officer and Chief Corporate Initiatives and Intergovernmental Relations recommend:

1. That this report and presentations (Attachments 1 and 2) be received.

Contribution to Sustainability

Green Directions Vaughan embraces a Sustainability First principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. Under this definition, activities related to economic development and business attraction for the Vaughan Metropolitan Centre (VMC) contribute to the sustainability of the City.

Economic Impact

There are no economic impact associated with the receipt of this report.

Communications Plan

Copies of this presentation will be available on the City's website.

Purpose

The purpose of this report is to provide Council with an update on what other municipalities across North America are doing to move forward with implementing smart city technologies as growth and development occur. It is also meant to provide Council with an overview of the benefits and value in incorporating smart city technologies into the development of the Vaughan Metropolitan Centre.

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Background - Analysis and Options

Our daily lives from workplaces, infrastructure corridors, leisure opportunities, homes and interpersonal communications are connected by the 'internet of things'. This trend is projected to increase exponentially over the coming decades, and presents an opportunity for cities to incorporate technology into new developments in order to more efficiently manage the needs of a growing community. How we respond to it will define our success as an economic region.

The Economic Strategy Branch of the Region of York has taken a leadership role in advancing broadband accessibility across the region, beginning with the York Region Broadband Strategy that outlined a range of connectivity initiatives that collectively contribute to the goal of establishing York Region as a gigabit community. The strategy is built around three core priority themes: education and advocacy, municipal processes and infrastructure investment. Building on the Broadband Strategy, the York Region Broadband Advisory Task Force, with representation from each of the nine local municipalities, was established to provide guidance on the delivery of the strategy.

For Vaughan, the opportunity to address broadband accessibility issues is of particular importance in the Vaughan Metropolitan Centre, employment areas and other intensification areas. By enabling the building of digital infrastructure required to deliver not only high speed internet, but also smart city technologies, the VMC can differentiate itself from competing office markets by positioning the new downtown as a community that offers leading edge technology capabilities to businesses and residents alike.

With a strong broadband network as the base, Vaughan has an opportunity to create a true world class downtown by implementing smart city technologies and not only remaining competitive in attracting new businesses, but taking a leadership role in piloting new technologies within the built form of the VMC.

In addition to receiving an update from York Region on its Broadband Strategy, the City has invited Cisco Systems, a global leader in smart city technology, to provide Council with an overview of the evolving drivers, technology responses and the opportunities that it presents for businesses, municipalities and economic regions. The digital economy is driven by businesses who use digital technology to redefine their operations, spawning a rash of business models never before seen, and is now rapidly trickling into the municipal sector to enable service delivery and/or revenue generation.

While the rationale for smart city initiatives within the VMC is present, there may be other opportunities for other parts of the corporation to capitalize on smart city technologies. Examples include traffic management, transit enhancements, streetlighting, parking revenues, e-health, public safety, community engagement and economic development. Digital infrastructure has the capability to transform how services are delivered, investments are generated and quality of life is improved.

Looking forward, staff are exploring the opportunity to conduct an Utility Servicing Master Plan for the VMC, and are actively piloting small cells technology in Block 55. The presentation by Cisco Systems is a part of an ongoing effort to inform existing plans including the City's Information Technology Strategy and other master plans.

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

This report is consistent with the priorities set on the Term of Council Service Excellence Strategy Map: facilitate the development of the VMC; and, attract investment and create jobs.

Regional Implications

The City of Vaughan will continue to work in concert with the Region of York aligning its broadband, digital and infrastructure initiatives. Partnerships with the development stakeholders, private sector partners and the Region will give direction to the physical planning of infrastructure to coordinate and future-proof development, avoiding conflicts in the public realm and encouraging integration into built-

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form, where possible.

Conclusion

At this critical juncture of city-building, it is imperative that the City begin to take stock of its digital strategy, develop municipal policies for encouraging broadband accessibility and future-proof its assets to allow it to respond to future opportunities. The presentations from Cisco and York Region helps to inform the City's efforts in developing its digital strategy.

Attachments

1. York Region Broadband Strategy Overview
2. City Digitization

Report prepared by:

Mike Launslager, Economic Development Officer, ext. 8472
Shirley Kam, Senior Manager of Economic Development, ext. 8874

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

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The meeting adjourned at 12:26 p.m.

Respectfully submitted,

Hon. Maurizio Bevilacqua, Mayor, Chair