

November 2015

Final Report

The Planning Partnership
Jane Perdue
Millier Dickinson Blais

...theatre
MEETING PLACE
Artists' Hub

Vaughan Metropolitan Centre CULTURE & PUBLIC ART FRAMEWORK

City of Vaughan



Vaughan Metropolitan Centre
CULTURE & PUBLIC ART **FRAMEWORK**

1 Setting the Context

2 Plan for Action

3 Catalysts for Culture

4 Achieving the Vision

Culture & Public Art in the New Downtown

Engaging people is at the centre of the Culture and Public Art Framework. As a new downtown starting with a fresh canvas, the Vaughan Metropolitan Centre (VMC) needs to nurture a sense of place and identity to draw new and existing residents. Public art and culture resonate with people at a deeper level, and help to form powerful attachments to place.

City-building at the cultural level is grounded in the interaction of communities with places that are meaningful to them. The stories that circulate from the shared experience of engagement with art and culture form the narrative of a vibrant place with an authentic identity – the VMC.

This framework establishes an integrated vision for populating the new downtown with a captivating network of public art and cultural resources that tell the story of a diverse, metropolitan community and contribute to the creation of an engaging public realm with a strong sense of place.

The places where people want to live and play are also the places that businesses want to locate and grow. Investing in arts and culture creates value uplift for the City, landowners and developers, and the community overall. Arts and culture also attract the emerging creative business sector as a key economic driver. Strategies to enhance the synergies between public art policy and the creative economy in the VMC are a key component of the framework.

The exciting opportunity to identify and build on a strong policy foundation and community passion is rare. Private development and City stakeholders must work together to seize the moment with projects that will capture the imagination of residents and visitors alike, and set the stage for future phases of development. This 20-year plan

provides strategic direction for phasing and prioritizing early actions. Quick wins to build momentum and excitement are vital for the activation of the public realm that is a goal of this plan.

Sustainable funding sources for these actions will have to be established before any initiatives go forward. Funding will be dynamic and multi-faceted, and funding possibilities will change over time. Recognizing budget constraints, early actions focus on temporary installations and repurposing of existing funded programs and events.

If the new downtown is the heart of the City, its art and cultural resources are the soul, expressing the cultural diversity of the community as it invigorates the public realm. Innovative planning for integrated public art and outstanding cultural resources in the VMC will facilitate the broader goals for the new downtown – an urban, walkable, multi-modal, sustainable, dynamic cultural heart of the City.

Reading the Framework

The Culture and Public Art Framework is presented in four parts that address the fundamental questions of *why*, *what*, *where*, *who*, *when* and *how*?

Part 1 - Setting the Context articulates *why* this plan is important and what comprises the framework at the big picture level. It lays the groundwork for a compelling vision and proposes principles that emerged through background research and the consultation program.

Part 2 - Plan for Action moves from high level vision and overarching principles down to concrete actions on the ground that implement art and culture initiatives in the new downtown. It proposes *how* to nurture outstanding public art and cultural resources and suggests *when* with priority timing. These recommendations are then balanced against the competing priorities and limited resources that are available to the City. A framework grounded on four strategic directions effectively links great places that draw creative people and forge memorable experiences. Telling the story of those memorable experiences in a range of media synthesizes the identity that makes the VMC downtown unique.

Part 3 - Catalysts for Culture identifies *where* to locate priority cultural and public art projects that will build momentum and inspire further action. A phasing plan brings the Plan for Action to life in real time.

Part 4 – Achieving the Vision is all about *who* - identifying the city, private sector and community leaders who will work together to achieve the vision, the funders who will support the vision, and the marketing and communications players who will tell the story in a way that captures attention.





// Bethesda Row Arts Festival, Bethesda MD

Setting the Context

Purpose	5	SOAR	18
Study Area	6	Vision	22
Area History	8	Definitions	23
Placemaking in a Changing Context	9	Principles	28
Study Process	10		
Consultation Process	11		
Policy Framework	14		

Purpose

Culture and art are a valued and vital part of urban life. The Vaughan Metropolitan Centre (VMC) is envisioned as having a sensory rich environment with beautiful and stimulating places for people to live, work and play. With ongoing development in the VMC, a framework of culture and public art will be an important catalyst for placemaking, economic development and investment.

A fundamental premise underpinning Vaughan's Economic Development Strategy, reinforced in the Cultural Plan, is the importance of quality of place and quality of life as increasingly important economic drivers. In the new creative, knowledge-based economy, a highly mobile labour force is in search of communities in which to live, work and play that offer inherent quality of life and social benefits. An especially desirable dimension of this quality of life is cultural vitality.

Public art plays a dynamic role in creating a special identity, landmarks, and destinations in the VMC. It is a key contributor to creating a sense of place and rich pedestrian environment, activating and giving authenticity to the public realm while helping to celebrate emerging local and Canadian artists.

A strategic priority of Council is to build a dynamic city centre with a rich cultural base that supports the attraction of creative and knowledge-based industries. The Culture and Public Art Framework for the VMC sets the context for the investment and provision of cultural features, amenities and public art early in the development of the new downtown. The Framework provides strategic directions, objectives, actions and priorities to guide the development of a wide range of cultural resources, activities and a variety of forms of public art.

Objectives for Culture in the VMC

- 1** **Attract** and **retain** human capital in the creative sector
- 2** **Enrich** neighbourhoods through expanded cultural assets
- 3** **Foster** creativity and innovation
- 4** **Address** physical space needs for artists and creative professionals
- 5** **Identify** a funding model to **develop** and **sustain** cultural facilities and programming

Study Area

The Vaughan Metropolitan Centre is the City of Vaughan's new downtown. Provincial, Regional and City planning policies and guidelines all support it as the City's new downtown and growth centre. All levels of government provide clear direction to create a high density, mixed use and transit supportive city centre that is a vibrant, energetic place which attracts residents, businesses and visitors. The opening of the subway station and H2 Bus Rapid Transit vivaNext rapidways in 2017/2018 is already spurring the initial phases of high density development and public realm improvements.

The VMC is located at approximately the east-west mid-point of Vaughan, close to the City's southern boundary with the City of Toronto. The VMC is centred on Avenue 7 and Jane St, and is bounded by Highway 400 to the west, Highway 407 to the south, Portage Parkway to the north and Creditstone Road and Maplecrete Road to the east.

Detailed planning has been put in place for the comprehensive development and transformation of the VMC into the City's new downtown over the next few decades.



// Location of the Vaughan Metropolitan Centre within Vaughan

// VMC Study Area today



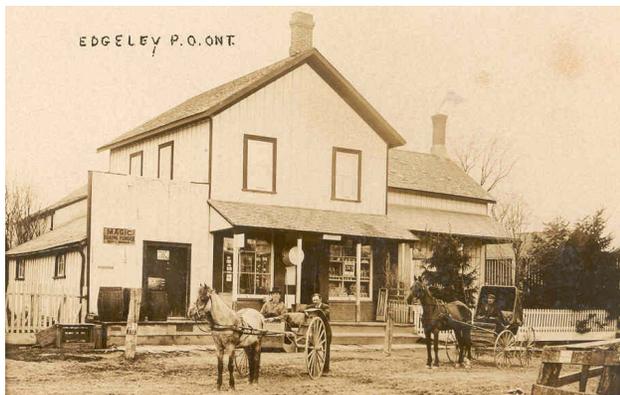
Area History

Vaughan's history is that of a collection of villages and hamlets inhabited by European immigrants engaged in agricultural production. The villages of Kleinburg, Maple, Thornhill and Woodbridge which now comprise Vaughan, followed the patterns of First Nations settlements along streams and corridors, and served as centres that supported the rural areas.

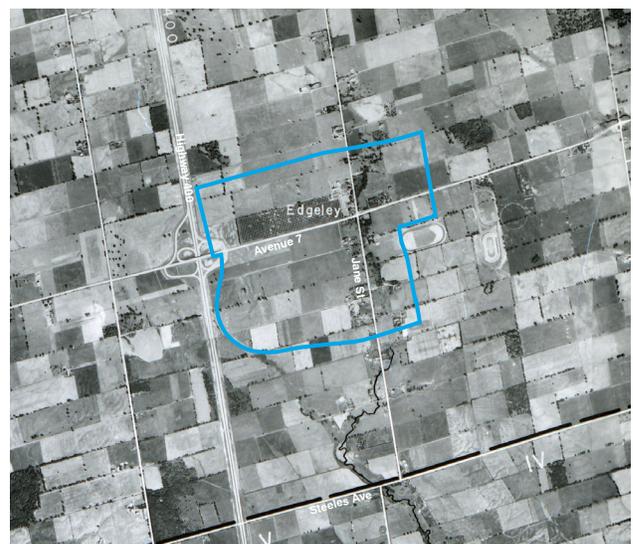
In 1971, the Township of Vaughan incorporated with the Township of Woodbridge to become the Town of Vaughan. The extension of water and sewer services in the 1970s transformed Vaughan from a series of agricultural villages to a thriving commercial and industrial centre. The population of Vaughan grew from 15,000 in 1971 to more than 100,000 by 1991 when it was incorporated as a City.

Throughout its history, Vaughan's communities have been important local centres for its residents. The identity of these communities have remained intact with residents identifying themselves by their communities, a condition reinforced by Canada Post and Bell, which continue to use local community names and local exchanges today. The establishment of the Vaughan Metropolitan Centre (VMC), Vaughan's new downtown, is a pivotal point in the City's history uniting it under one identity. Today, Vaughan is the 17th largest City in Canada, with a

population of more than 320,000 people. In less than 40 years Vaughan has undergone significant change with a growth rate of 185 per cent since its incorporation. As Vaughan enters this new chapter in its history, the building of a new downtown is an ambitious and lofty project for all its residents and businesses. Its transformation from an agrarian society, to a suburban centre and in the future, a highly-urbanized City, will be shaped by how it develops a downtown that is the core of its cultural, social, civic and economic life. The VMC represents an opportunity to establish a common gathering place that embodies the vision of one City which is at once diverse, and yet inclusive, exciting to new and current residents, and home to creative and innovative industries.



// Post office and general store, Edgeley, ca 1900



// The hamlet of Edgeley within Vaughan Township on a 1954 airphoto, with the current boundary of the VMC in blue

Placemaking in a Changing Context

The City of Vaughan's plan for the Vaughan Metropolitan Centre is part of a larger regional trend of creating compact urban downtown developments in the GTA, transforming them into their own urban places. Building on the VMC Secondary Plan which established the planning framework (and drew from the earlier 1998 Vaughan Corporate Centre plan), the Culture and Public Art Framework is being created at a time of transformation in the VMC. A shift towards the physical implementation of the new downtown is underway. Recent residential and commercial development that anticipates the opening of the \$1.2 billion mobility infrastructure in 2017 is attracting new residents and creating new jobs.

Since incorporation Vaughan has grown rapidly as a rural-suburban city. However, many residents still view their historic towns as their town centre and municipal identity (LWLP, *VMC Strategic Assessment*, May 2015). The challenge of the new downtown is also its promise - to create an identifiable heart of the city that people see as their own. The new downtown needs to forge a unique identity that is strong enough to coincide with the older centres, and desirable enough to capture the imaginations of existing and new residents as the central place to visit, live and work and play.

With a large influx of new residents and jobs coming to Vaughan by 2031 - an estimated 167,300 residents and 103,900 jobs - now is the time to "seize the moment." New residents don't have the old affiliations. Reaching them with new messaging and urban amenities is timely.

The targets for provincial intensification mean that the VMC has been planned to accommodate at minimum by 2031: 12,000 residential units to become home to approximately 25,000 new residents, 1.5 million square feet of office space and 750,000 square feet of retail space. Leveraging this new development for win-win

partnership opportunities with the City that create a great public realm animated with cultural resources and public art is an important opportunity recognized by this Framework (refer to Section 4 Achieving the Vision).

The City's demographic is changing. High density development is being embraced by home-owners in Vaughan. Condo sales are up. Condo residents are comprised of young professionals and families, downsizers and professionals from the GTA region looking for more affordable homes. The cultural diversity of Vaughan is remarkable, with a reported 99 languages spoken. This diversity is one of its inherent urban characteristics. Engaging the broad range of Vaughan residents will enrich the Culture and Public Art Framework.

Creating unique and identifiable districts within the larger centre is an important tool for urban place-making at the human-scale. The finer-grained, walkable streets and public realm of urban centres is a big draw for people. The role of culture and public art in this finer-grained place-making is addressed in the Framework.

Recognizing and making visible the natural heritage features of the VMC is another important element of place making. The proposed Edgeley Pond district and the South Black Creek district are both anchored by unique green spaces.

The unique character of the VMC as part of a design and innovation corridor is another important aspect of placemaking for the new downtown identity. The VMC is part of a design and innovation corridor that extends from Vaughan into the heart of the country's financial, educational, research and healthcare core.

Study Process

The **Culture and Public Art Framework** was initiated in November 2014 as the first part of a two part project:

- › a framework to guide development of cultural facilities, amenities and activities, and public art in the **VMC**; and,
- › a **City-wide** public art program

Step 1 ○ Research of Best Practices

- › Municipal Public Art Plans
- › Best practices of multi-purpose cultural infrastructure, cultural industries, temporary public art to build awareness, public art on private property, public art on public lands, environmental art

○ Understand the Context

- › Provincial, Regional and City policy framework
- › Existing and planned land use, built form, transportation/transit, green space

○ Analysis of Strengths and Opportunities

- › What strengths can we build on?
- › What are the core attributes/conditions of the VMC?
- › What is the VMC known for/recognized as?
- › What are the best possible future opportunities for public art and culture in the VMC?
- › How can the VMC be distinguished from other centres?

Step 2 ○ Talk to the Community

We talked to representatives of culture, arts, heritage groups, residents, artists, teachers, business owners in the creative industry sector, Councillors, City staff, residents, landowners and other stakeholders

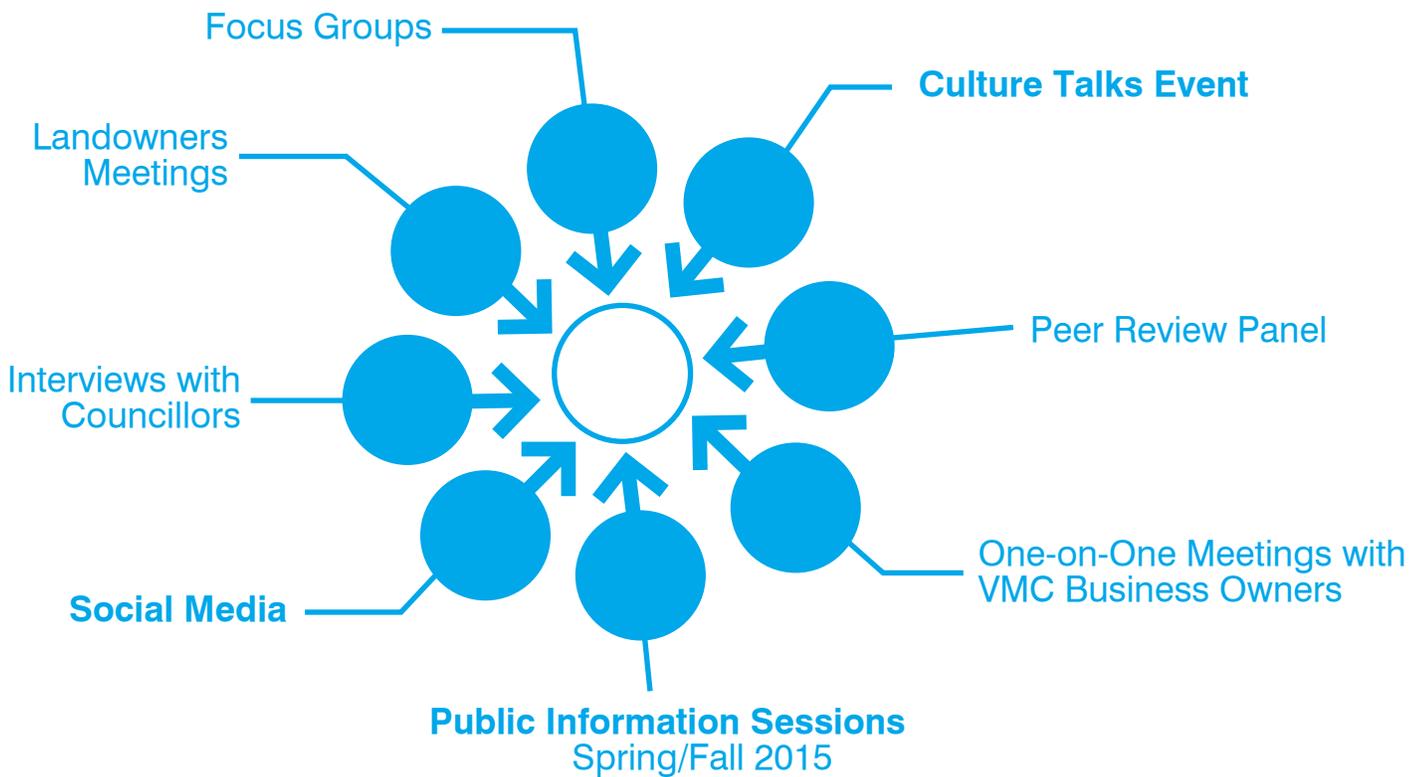
Step 3 ○ Create the Culture and Public Art Framework

Consultation Process

Over the course of the VMC Culture and Public Art Framework process, a number of public consultation events were held, allowing the project team to gain important input for the project and to engage community members throughout the process. The public consultation strategy involved a wide range of participants, including elected officials, culture and public art industry members, VMC business and landowners and the general public. The process has provided ample opportunity for input, with face-to-face meetings, large and small focus groups, a major ticketed cultural event, a public information session and a strong online and social media presence. Further details on the consultation process are detailed in an accompanying *What We Heard* report. The feedback from the consultation process as a whole has been synthesized and integrated into the Strategic Directions, Objectives and Actions that follow.



// A pop-up art installation created using participants' feedback at the Culture Talks event



Consultation Summary

Culture Talks Summit

The Culture Talks Summit was held on January 21, 2015 at Vaughan City Hall to launch the Culture and Public Art Framework. This event included opening remarks by Mayor Maurizio Bevilacqua and presentations by three cultural industry leaders: Renee Piechocki, an artist, Public Art Consultant and founding director of Pittsburgh's Office of Public Art, Tim Jones, CEO of Artscape from Toronto and Paul Raff, an Artist and Architect from Toronto. Following the presentations, a discussion with the speakers was moderated by Victoria Dickenson, the Executive Director and CEO of the McMichael Canadian Art Collection.

A wide range of feedback was collected during this event. Attendees defined their vision for the VMC as including art at all levels of development and of becoming a cultural and art destination, including the construction of a major culture and art venue. In addition, attendees emphasized the need for year-round programming and public space animation. To realize this vision attendees identified the need to promote accessibility and transportation options, reaching out to everyone, particularly youth, and implementing a creative communication strategy. Finally, attendees proposed partnering with existing institutions and implementing cultural festivals as possible ways to set the VMC apart from other centres.

Following the presentations and discussion, a workshop was held to gather the attendees' feedback on a series of questions. A pop-up art installation was created in the main atrium of City Hall from their responses to one of the questions.

Focus Groups and One-on-One Meetings

A number of focus groups were held between February 2 and 3, 2015 with representatives of arts and culture related groups and individuals affiliated with arts and culture in Vaughan, such as people involved in education, heritage, business, performing arts and visual arts. Feedback received through the focus groups reflected in the following themes: venues, temporary events and installations, communication, people and community hub.

One-on-one meetings were also held with VMC business owners and other stakeholders. Participants emphasized the need for industry collaboration, the creation of a public art and culture hub and improving communication and support systems for the creative industry. In addition, there was some concern that the VMC is not sufficiently developed to begin implementation and that communication and administrative processes should be the current focus.



// Workshop portion of Culture Talks event

Peer Review Panel

Ten experts in the fields of planning, architecture, arts and culture were contacted to review an early draft of the Framework document and provide feedback to the team. A roundtable discussion was held on May 28, 2015.

Online Feedback

Online feedback was collected from a web survey linked to the City's dedicated project website and email responses to the dedicated project email address. A variety of responses were received, including identifying the need for more collaboration, the creation of a creative hub and ensuring more private sector participation. Social media was also utilized to promote the Culture Talks event. Most notably, the total reach for tweets about the event was more than 86,000 people.

Public Information Sessions

A public information session was held on March 4, 2015 and attended by a small group of people. This event was used as an opportunity to summarize the feedback received to date and to obtain additional input. Participants identified factors such as improved communication and collaboration, clustering of venues, reflecting cultural diversity and creating effective online tools as important for consideration.

The VMC Culture and Public Art Framework will be presented at the VMC Sub-Committee. Another public information session on the City-Wide Public Art Program will be hosted in the fall of 2015.

// A sample of some of the things we heard through the consultation process



“different cultural festivals all year

great architecture

create an entertainment district

celebrate the VMC as the multicultural capital of Canada

engage the youth

recognize talent with an awards programs

invite the world to our events

a design school or centre should be the focus of the creative industry

have activity 365 days a year

make Vaughan a power house of the creative industry

art should be everything we do

create conditions for artists to thrive

Innovation and Design Corridor is the backbone of the VMC's creative economy

engage the community

the VMC could be the capital of design

celebrate Vaughan's cultural diversity



Policy Framework

“ a strong and diverse economy includes a focus on fast-growing creative and cultural industries ”

York Region Official Plan

At a broad scale, the York Region Official Plan identifies the VMC as a Regional Centre. The Region’s policy for Economic Vitality recognizes culture as an important element in making the Region a place to work, live and play. Vibrant and healthy communities will attract and retain a skilled labour force.

The policies for An Urbanizing Region direct Regional Centres to recognize the importance of creating a sense of place and high quality open spaces “*that include meeting places and urban squares that incorporate art, culture and heritage*” (s. 5.3.7). The Region’s policies for An Urbanizing Region highlight the need to develop pedestrian-oriented environments with high quality urban design that will promote creativity and the exchange of ideas for further economic growth.

The Region also sets the requirements for Regional Centre secondary plans to include policies addressing the need for public art to be incorporated into major Regional and City buildings and to encourage the inclusion of public art in significant private sector developments. Policies recommend the inclusion of public art in all significant private sector developments and require the dedication of 1% of the capital budget of all major Regional and local municipal buildings to public art.

City of Vaughan Official Plan

The City of Vaughan Official Plan recognizes that “*a strong and diverse economy includes a focus on fast-growing creative and cultural industries*” (s. 5.2.6) which can attract new residents and visitors to the City. The VMC is identified as a “*cultural and creative hub for the City*” (s. 5.2.6.6) where new city-wide arts facilities will be directed (including a performing arts theatre or visual arts centre) and where cultural expression in public spaces will be showcased. Lands are to be promoted for creative cultural industry clusters. Policies provide direction to develop municipal funding sources, including partnerships with various levels of government and the private sector, to support artists, cultural programs, events and facilities.

Public art is recognized as a key element of a high quality, attractive and sustainable public realm. Vaughan is committed to “*building a truly remarkable public realm*” (s. 9.1.1). The Official Plan provides direction to establish a Public Art Program to identify opportunities and build a framework for implementation. The OP provides direction for the VMC Secondary Plan policies that encourage the inclusion of public art in all significant private sector developments and that require the dedication of 1% of the capital budget of all major Regional and local municipal buildings to public art.

“ public art can elevate the design quality and visual interest within the VMC ”

“ integrate temporary art to reinforce the vision of an exciting and vibrant urban centre ”

Creative Together Cultural Plan

The purpose of *Creative Together: A Cultural Plan for the City of Vaughan* is to establish an overall vision and actions to guide cultural development in Vaughan and to integrate cultural planning across municipal departments. The plan provides a framework to build consensus, uniting people and resources across all City departments and between the municipality and the city's business and community partners. *Creative Together* identified three strategies and associated actions for expanding cultural capacity through integrated cultural planning in Vaughan: Creative Economy, Creative Capacity and Creative Places.

The VMC Secondary Plan

The VMC Plan provides clear direction towards embracing public art and cultural facilities as key components in its future development. Citing the development of a “*Cultural Facilities and Public Art Plan*” for implementing this vision, the VMC Plan finds that cultural facilities “*may be developed as a catalyst for broader development and to establish an identity and civic role for the VMC*” (s. 7.0). This policy also informs the provision of public art throughout the VMC, stating that “*public art will be an important element of the VMC’s public realm, adding culture, beauty and interest to streetscapes*” (s. 4.4.8). Taking the lead, the VMC Plan directs that 1% of the capital budget of all major Regional and City buildings and facilities be dedicated to public art and encourages its inclusion in all significant private developments.

Economic Development Strategy

The *Economic Development Strategy* is the starting point of a process that provides the catalyst for economic transformation and prosperity for the community. The Strategy sets out bold action steps that require the participation of the business community, institutions and citizens. The Strategy identifies past successes and the challenging realities of today's economy. Calling for new directions, new ideas and new approaches to enhancing economic growth, the Economic Development Strategy places emphasis on the development of creative industries to position Vaughan as a dynamic quality of place for both play and work.

“ public art will be an important element of the VMC’s public realm, adding culture, beauty and interest to streetscapes ”

VMC Streetscape & Open Space Plan

The VMC Streetscape and Open Space Plan further develops how public art can play a role in providing engaging public spaces and can “*elevate the design quality and visual interest within the VMC*” (s. 6.2). By having the active participation of artists in the design of public realm projects, the Plan envisions the seamless integration of public art into the VMC public spaces. The Plan identifies the sustainable use of water as a key theme to integrate public art elements throughout the area and promotes additional linkages to the local area character including a revitalized Black Creek. The integration of temporary art installations is also identified as a strategy to “*reinforce the vision of an exciting and vibrant urban centre*” (s. 6.2), including pop-up uses, staged events and graphic temporary hoarding.

The Streetscape and Open Space Plan provides key frameworks for culture and public art, including Parks and Open Space, Special Streets and Transit Nodes. These are described and illustrated on the following pages.

1. Parks & Open Space

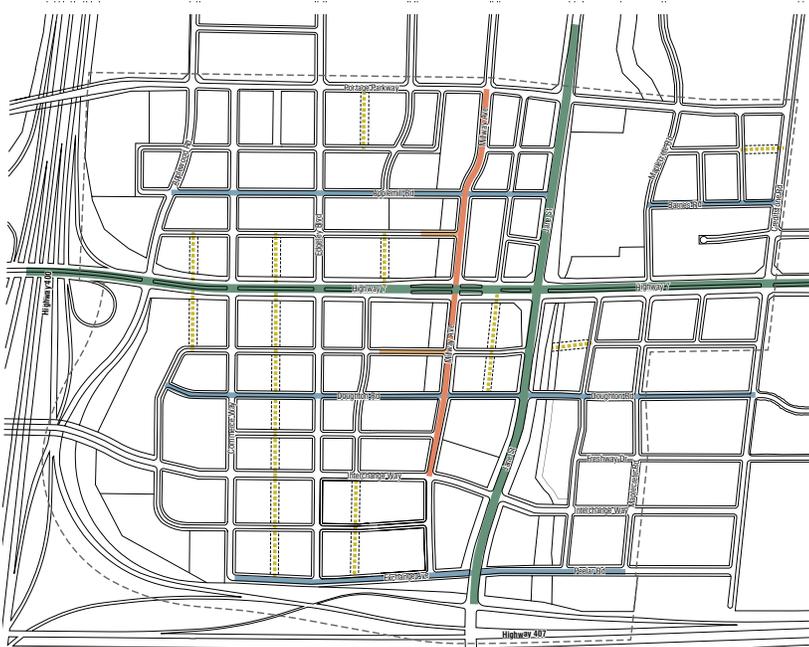


VMC Reconnaissance & Strategic Assessment

The *VMC Reconnaissance & Strategic Assessment* builds on planning framework established by the VMC Secondary Plan. The report proposes a refined vision for the Vaughan Metropolitan Centre supported by six guiding principles. The key recommendation of report is a district strategy to differentiate distinct areas of the VMC from the larger narrative of the downtown. “*Great downtowns are often best understood and defined by the smaller neighbourhoods or districts that have evolved over time.*” (p. 40). The report divides the VMC into 4 broad districts, each of which is broken down into smaller, distinct areas. The distinct character of the districts should be reflected in public art that is tailored to the nature and context of the district.

Following The VMC Secondary Plan, the Streetscape and Open Space Plan sets the design expression and typological character for the area's parks and open space network. All of the components of the park and open space system are suitable locations for public art and cultural events.

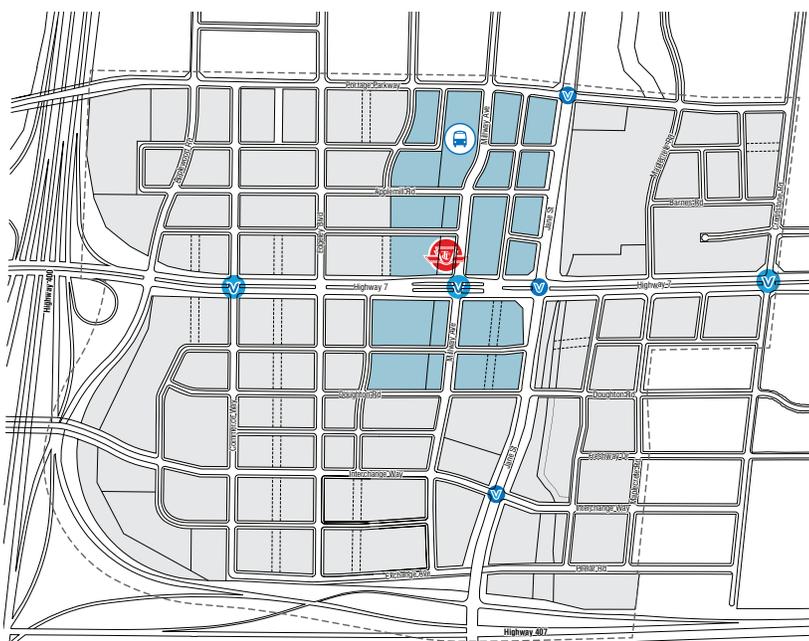
2. Special Streets



- Green Street
- Blue Street
- Primary Retail Street
- Flex Street
- Mews

The VMC Streetscape and Open Space Plan sets the function and character of streets in the area. Some streets in the network are identified for enhanced streetscape treatment. Millway Avenue, the primary retail street, is to become a social and cultural urban spine that receives the highest order of streetscape treatment, which includes considerations for public art. The City's first flex street will intersect Millway Avenue at the heart of the Mobility Hub and provide an exciting location for spill-out cultural events and programming on Transit Square and TTC Plaza. The green streets and blue streets highlight areas where art and infrastructure can be aligned, and the mews provide an ideal location for smaller scale site specific art installations.

3. Transit



- TTC Subway Station
- Avenue 7 Viva Rapidway Station
- Jane St Viva Rapidway Stations
- Inter-Regional Bus Terminal
- Mobility Hub

The Mobility Hub and transit stations are important destinations. The Mobility Hub is to be designed as a memorable place that is part of daily life. The inclusion of art installations and event spaces at the will be an important component in animating the downtown.

Return on Cultural Investment

Cultural Investment and the Social Impacts Associated

Arts and Culture Fosters Community Participation and Pride

The 1997 Francois Matrasso study “Use or Ornament? The Social Impact of Participation in the Arts” found that arts (and by extension heritage and culture) programs provide neutral places for all to socialize on a level playing field and allow diverse social groups to interact. Benefits from participation in these programs often:

- Reduce isolation by helping people to make friends
- Develop community networks and sociability
- Promote tolerance and contribute to conflict resolution
- Provide a forum for intercultural understanding and friendship
- Help validate the contribution of a whole community
- Promote intercultural contact and co-operation
- Develop contact between generations

Matrasso’s study also showed that participating in these programs could have a significant influence on feelings of belonging for citizens. Matrasso highlighted potential benefits of participation, which include:

- Develop pride in local traditions and cultures
- Help people feel a sense of belonging and involvement
- Create community traditions in new towns or neighbourhoods
- Involve residents in environmental improvements
- Provide reasons for people to develop community activities
- Improve perceptions of marginalized groups
- Help transform the image of public bodies
- Make people feel better about where they live

The Creative City Network of Canada’s report “Making the Case for Culture- Arts and Positive Change in Communities” also highlights additional key benefits attributed to arts and culture that create change in communities. The report identified five benefits of art and culture programs:

- Provide a silo for public dialogue
- Contribute to the development of communities of creative learning
- Support the creation of healthy communities that can take action
- Mobilize and activate communities
- Forge skills and leadership in communities

Culture and Youth Education as a Building Block for Greater Social Impact

The relationship between the arts and academic success has been the focus of several studies. Numerous works, in the United States primarily, show that the arts play a unique role in schools and more generally, they influence the development of youth.

One report commissioned by the National Assembly of State Arts Agencies (NASAA) and the AEP “Critical Evidence- How the Arts Benefits Student Achievement” identified three advantages of arts and culture in the school system. As education is a top public policy priority, the role of arts and culture in learning is increasing in interest to parents, educators, legislators, civic leaders and business owners. The report stated that:

- Educational research shows that children who study arts and culture demonstrate stronger overall academic performance.
- Art and culture programs improve students’ self-confidence, build communication and problem-solving skills in children and teens, and prepare young people to be the resourceful and creative problem solvers that employers seek for today’s work force.
- Arts and culture programs develop the kinds of innovative minds and creative skills drawn upon by the entertainment, advertising, design, and technical, scientific and other industries that enable businesses to compete successfully in the 21st century workplace.

Beyond the advantages presented above for students, arts and culture also play a key role in the inclusion of youth in society. The Creative Network of Canada report referred to earlier, identifies the benefits of arts in promoting the inclusion of youth:

- Arts and culture is an effective outreach tool to engage youth
- Arts and culture build resilience and self-esteem in young people
- Arts and culture contribute to creating healthy and supportive communities for youth
- Arts and culture help in the successful transition to adulthood and the development of in-demand job skills
- Arts and culture offer opportunities for youth leadership development and for youth to affect positive change in their communities



Culture and Economic Development as Components for a Sustainable Economy

There is also an economic development component to the impact of arts and culture on Canadian life. "The quality of a community's cultural infrastructure also has a direct impact on quality of life and therefore on the competitiveness of communities in attracting people and investment." The same report commissioned by NASAA and the AEP referred to earlier, identified the economic potential of arts and culture:

- Cultural investment plays a central role in urban revitalization and community renewal strategies
- Cultural investment attracts businesses, visitors and new residents, contributing to increased tax revenues.
- Cultural investment supports the local economy by creating jobs and the demand for materials and trades.
- Cultural investment enhances the market appeal of an area. In the new economy, business success depends on an ability to recruit skilled knowledge workers. The arts and cultural offerings of a region are often considered by companies and workers when deciding where to relocate.
- Cultural investment attracts tourism dollars. Public support of cultural tourism plays a critical role in community revitalization as well as the expansion of tourism – one of the fastest-growing economic markets in the country today.

Cultural Investment and the Economic Impacts Associated

Statistics Canada releases the first Canadian Culture Satellite Account, which estimates that culture contributed 3.1% to the Canadian economy in 2010 while sport contributed 0.3%.

Culture industries accounted for 3.2% of the total output in Canada, reaching \$99.3 billion in 2010.

GDP of culture industries was \$53.2 billion in 2010, contributing 3.4% to Canada's total GDP. Of which culture products accounted for \$40.7 billion and other products (i.e., non-culture products) \$12.5 billion.

In 2010, the total number of jobs in Canada was 17.3 million. Culture industries accounted for 703,900 jobs, a 4.0% share. This includes jobs associated with the production of culture and non-culture products.

The largest contributors to the GDP of culture industries (presented by domain) were: Audio-visual and interactive media (\$13.8 billion) followed by Visual and Applied Arts (\$13.4 billion), Written and published works (\$10.1 billion), and Governance, funding and professional support (\$8.0 billion).

At \$47.8 billion, the culture industry's contribution to Canadian GDP is larger than that of the Utilities, or Accommodation industries which amounted to \$35 billion and \$32 billion respectively. Culture industry's contribution was more than double that of the Agriculture, forestry, fishing and hunting industry, which equaled \$23 billion.

SOAR

This section presents a SOAR (**Strengths, Opportunities, Aspirations, Results**) analysis, a positive approach to strategic thinking and planning. An alternative to a SWOT (Strengths, Weaknesses, Opportunities and Threats), a SOAR analysis builds a framework for creating a plan based on strengths and what is working well, as opposed to focusing on problems and issues. In a typical SWOT analysis, at least half of the analysis is focused on the negatives and gaps, with the intent of fixing issues and problems. The following is a summary of what we heard through the consultation with the community and stakeholders and informed by our policy framework analysis.



// Rendering of VMC Urban Plaza



// Artwork Proposed for VMC Subway Station



Strengths

The **strong policy and design framework** at all levels of government will help to guide the development and investment which has already begun and continue to do so as new development is initiated. The VMC has been recognized as a Regional Centre and the “cultural and creative hub for the City” (s. 5.2.6.6 of the Vaughan Official Plan).

Transportation

The VMC is well-served by a **multi-modal transportation network**. The subway will open in 2017 and VivaNext rapidways will provide unparalleled access to this emerging urban centre. Located at the crossroads of Highways 400 and 407, with Avenue 7 as its spine, the VMC cultural and artistic hub will be easily accessible.

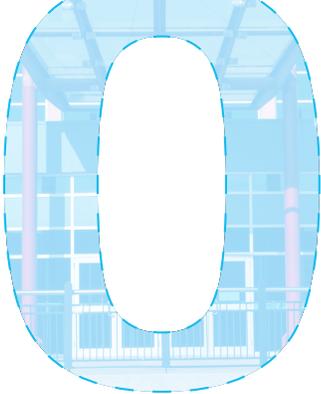
Open Space and Natural Heritage System

Edgeley Pond, the Black Creek Channel and other planned parks and open space provide a strong public space system which differentiates the VMC from other urban centres. Public parks provide important opportunities for incorporating public art, cultural events and festivals. In addition, the Black Creek Channel maintains the area’s connection to its natural heritage and current setting in the Black Creek and Humber River watershed, creating a truly unique identity for the VMC.

Creative Clusters

An emerging **Innovation and Design Corridor** provides an employment backbone to the emerging creative economy and can contribute to fostering the VMC as a cultural and creative destination in the region. This provides an important starting point for the **creation of cultural and creative clusters** which will contribute to economic development and signifies that there are valuable existing resources and networks to build on.





Opportunities

The strengths identified in the VMC provide a strong foundation on which to build. The VMC can set **new standards for urban living** as its development continues, incorporating art at every stage. The VMC has a great opportunity to begin to **cultivate partnerships** with current and new residents, community leaders, the emerging arts community and industry leaders to leverage the resources already in place. This will allow for the effective implementation of an ambitious public art and culture plan to distinguish the VMC from other centres. Through extensive public engagement events, the community has provided valuable input into the future opportunities with respect to public art and culture, and shared their insight into what future initiatives are needed.

Built Form

The built form framework and guidelines for the VMC provide an exciting opportunity to incorporate **great architecture, streetscapes and public spaces**. With vacant or underutilized lands within its core, the VMC will be developed in conformity to an established Culture and Public Art Framework embraced by the community, which will **incorporate art at every stage for both private and public** undertakings. This may include:

- › Public art on public infrastructure (i.e. murals)
- › Using existing buildings as public art and culture venues
- › Showcasing art in municipal buildings
- › Using vacant lands to host temporary installations, events and pop-up projects
- › Incorporating art in construction hoarding

Programming

Building up awareness and anticipation for the public art and culture movement in the VMC is critical to engaging the community and attracting visitors. To **create momentum for public art and culture initiatives**, it is important to **provide a dynamic environment through programming and events** that capture people's attention such as:

- › Animated public spaces
- › Cultural evenings
- › Music and live entertainment
- › Planned events in public parks
- › Art classes
- › Reuse and repurposing of underused building and spaces

Community

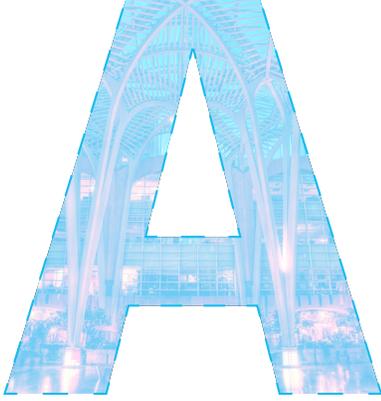
The VMC already has a **vibrant and diverse community** which should be involved in the planning and implementation of public art and culture projects. The existing knowledge, skills and networks of the community can enhance the VMC experience and its success as an **art and culture destination**. The community provided many ideas for engaging residents and leveraging existing community resources:

- › Cultural festivals to celebrate Vaughan's diversity
- › Family-oriented programming
- › Providing opportunities to engage and support youth
- › Identifying community leaders
- › Recruiting volunteers
- › Connecting to the local history

Art and Culture Hub

Vaughan is home to an **existing art community and a number of design-related industries**. This provides a starting point for building an **art and culture hub** in the VMC to support continued growth in this area and spin-off economic development. In addition, the community expressed the need to **foster the development of young artists** and to **attract related industries and institutions**, ensuring that this concentrated sector continues to grow and evolve. This may include initiatives such as:

- › Developing of a major art and culture institution
- › Establishing an incubator for artists
- › Provision of artist studios and residences
- › Building networks
- › Collaborating with existing institutions in the region
- › Involving the VMC business community



Aspirations

The vision for the VMC as a **creative and cultural centre** involves public art and events reflecting the **broad diversity of cultures** in Vaughan and **ensuring that art is part of the daily experience**. Through consultation events, the VMC community contributed to defining this vision by identifying what they would like the future of the VMC to look like. The future VMC would host events and programs that **enliven the downtown** with activity year round and a major cultural facility would become a landmark for Vaughan visitors and residents alike. The aspirations for the VMC reflect a wide variety of themes that together form a **future which is vibrant, exciting and creative**.

The VMC will be:

Dynamic

Rich with programming and events, outdoor music, art parks, always evolving, festivals and cultural events

A Landmark

Tourist destination, gateway to Vaughan, entertainment district, performing arts centre

Identifiable Heart of the Community

A legacy for future generations, strong sense of identity and pride, multicultural capital of Canada, integrated vision

Urban

Well-connected, leader in architecture and built form, walkable and vibrant streetscape, shift in lifestyle

Sustainable



// City's vision for Black Creek Renewal (Rendering by Public Work)

Connection to green spaces, link to nature, water, sustainable building design

Supportive

An artist hub, strong art education and appreciation, artist recognition, family-friendly, local control over cultural decision-making, dedicated staff to promote art and culture, artist funding



Results

With the success of the VMC as a creative and cultural centre, the experience of everyday life would be transformed with **imaginative architecture** and a **vibrant, pedestrian-oriented public realm**. The implementation of the VMC's creative policies would include early **quick-win opportunities** to balance longer term investments, ensuring a consistent and phased approach to art and culture in the community. The development of the VMC would involve the established businesses and **leverage their existing networks** and resources for more effective marketing. These networks would continuously expand and include artists who would source their materials locally.

Accessibility

Accessibility is a key indicator of the success of an art and culture hub in the VMC. Feedback from the community indicated that the VMC must be **well-connected to the rest of Vaughan** as well as the region as a whole **by all modes of travel** to attract the investors and visitors who will contribute to further growth. A vibrant art and culture hub would also provide access to opportunities for residents, which includes opportunities for **art education and business development support**. To facilitate event planning or finding studio space, the City would **establish an easily accessible venue database**. The supply and location of parking must be carefully considered to accommodate events. A parking strategy for the VMC will be initiated in the fall of 2015 (anticipated).

Public Realm and Placemaking

The built form, streetscape and public spaces of the VMC would be transformed as a result of **creating an art and culture hub**. There would be many useable public spaces which invite **community gatherings and where there is year round programming and events**. Streetscapes are inviting for pedestrians and the area is a **destination**

where visitors want to spend time. Public art would be accommodated throughout the VMC and the City would establish **a thoughtful process for including art in all major developments**.

As a whole, the VMC would become **a vibrant place to be**, with an effective communication system for art and culture events, a strong voice for the art community and a keen awareness and celebration for art, culture and diversity in the City.

Key themes:

- › Well-connected
- › Access to opportunities
- › Useable public spaces
- › Awareness
- › Inclusive
- › Community gathering
- › Strong communication
- › Public art
- › Year round programming
- › Art is part of the everyday
- › Strong voice for arts community
- › Education opportunities
- › Thoughtful and efficient processes
- › Accessible venue database

Vision

// Nuit Blanche, Montreal QC

The VMC will be a **destination of choice**, reflecting the City's diversity, growth and emergence as an **urban centre**. Public art and cultural development will work to create **extraordinary experiences** in the VMC and enhance the **sense of place**. Together, the cultural framework and public art policy will be key drivers in the **creative economy** and will advance **economic development** in Vaughan's **new downtown**



Definitions

Culture and Public Art Framework

The Culture and Public Art Framework provides a strategy to address both quick-wins to build visibility and momentum, and longer-term opportunities to develop cultural resources.

Cultural Resources

Cultural resources are any cultural activity or asset that contributes to culture, which includes:

- › cultural occupations (e.g. artists, designers, cultural managers),
- › public art,
- › for-profit and not-for-profit cultural enterprises (e.g. museums, libraries, digital media, sound recording),
- › festivals and events (e.g. fairs, street festivals, music festivals),
- › natural heritage (e.g. community gardens, significant parks),
- › intangible cultural heritage (e.g. customs, traditions, ceremonies),
- › cultural heritage (e.g. artefacts, archives, monuments, built heritage properties),
- › cultural spaces and facilities (e.g. cinemas, religious institutions, urban spaces) and
- › volunteer-based community cultural organizations (e.g. arts groups, heritage groups).

// McMichael Canadian Collection, Kleinburg



// Walker's General Store in Teston, ca. 1900



// Pierre Berton Resource Library, Woodbridge

Public Art

Public art is art that:

- › is physically or visually accessible,
- › is on public and private lands,
- › is created by or in collaboration with artists
- › has aesthetic qualities,
- › is context specific,
- › can be a variety of media,
- › may be permanent or temporary, and
- › has been selected, commissioned or acquired in a process supported by the principles and methods of the City of Vaughan's public art program.

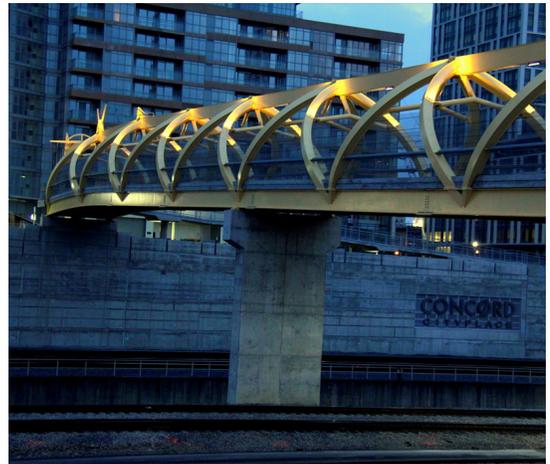
There are three main types of public art that should be considered based on the unique requirements and characteristics of the site identified for public art.

1 Independent Sculpture or Discrete Element

2 Site Specific

3 Integrated

// *The Wounded Shooting Star* by Rebecca Horn, Barcelona ES



// *Puente de Luz* by Francisco Gazitua, Toronto ON



// *Pink Balls* by Claude Cormier + Associés, Ste Catherine St, Montreal QC

1 Independent Sculpture or Discrete Element

// *Spirit Catcher* by Ron Baird, Barrie ON



// *Flamingo* by Alexander Calder, Chicago IL



// *Approaching Red* by Maha Mustafa, City Place, Toronto

2 Site Specific

// *The Crown Fountain* by Jaume Plensa, Chicago IL



// *Call of the Wild* by Patrick Dougherty, Tacoma WA



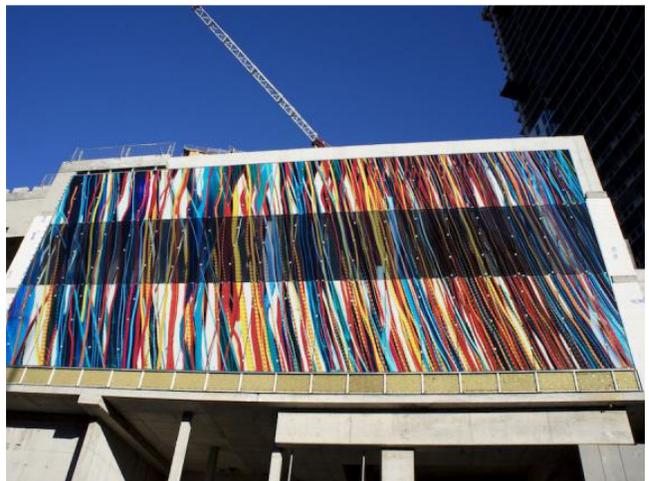
// *Uniform Measure/Stack* by Stephen Cruise, Toronto ON

3 Integrated

// *Mirage* by Paul Raff, Toronto ON



// *Snake Path* by Alex Smith, San Diego CA



// *Gardiner Streams* by Katherine Harvey, Toronto

Principles

The following principles were determined through the various consultation events held during early stages of the project. Each principles is either an action or an outcome, broadly capturing and synthesizing the vision of the

community. The principles establish the initial direction for the Culture and Public Art Framework for the VMC.

1 Leverage

Leverage **partnerships**

2 Cultivate

Cultivate the **arts and creative and cultural industries** through the creation of **incubators** and **cultural capacity building**

3 Engage

Engage with both the **public and arts and culture organizations** and **individuals** to keep them **involved and informed**, **organize** events, activities, programs, and **connect** people and organizations

4 Promote

Promote **arts and culture** continuously through **events, activities and programs, ads, regular media and social media**, ensuring that information reaches **all ages and cultures**

5 Innovate

Innovate, **be open to new ideas, facilitate “collision of ideas”** that creates the conditions for innovation

6 Integrate

Integrate **culture and art** into **people’s everyday lives**, not limited to facilities and individual art works

7 Accessible

Ensure culture and art are accessible to the public by choosing locations that are **logical, visible, easy to get to and access**, and targeted to **all ages and cultures**

8 Flexible

Flexible and **phased cultural framework** that can be **incremental** and create the conditions that **enable and support opportunities** as they arise

9 Diverse

Support and program a **wide range of culture and art**, from **temporary activities and installations**

10 Sustainable

Create a sustainable structure for **long-term funding stability** with **multiple partnerships** and a strong operational organization that will continue to provide the VMC with the **benefits of culture and art** for the foreseeable future



// Philippine Heritage Band, based in Vaughan, marching down Yonge St, Toronto ON



// Artscape Wychwood Barns, Toronto ON

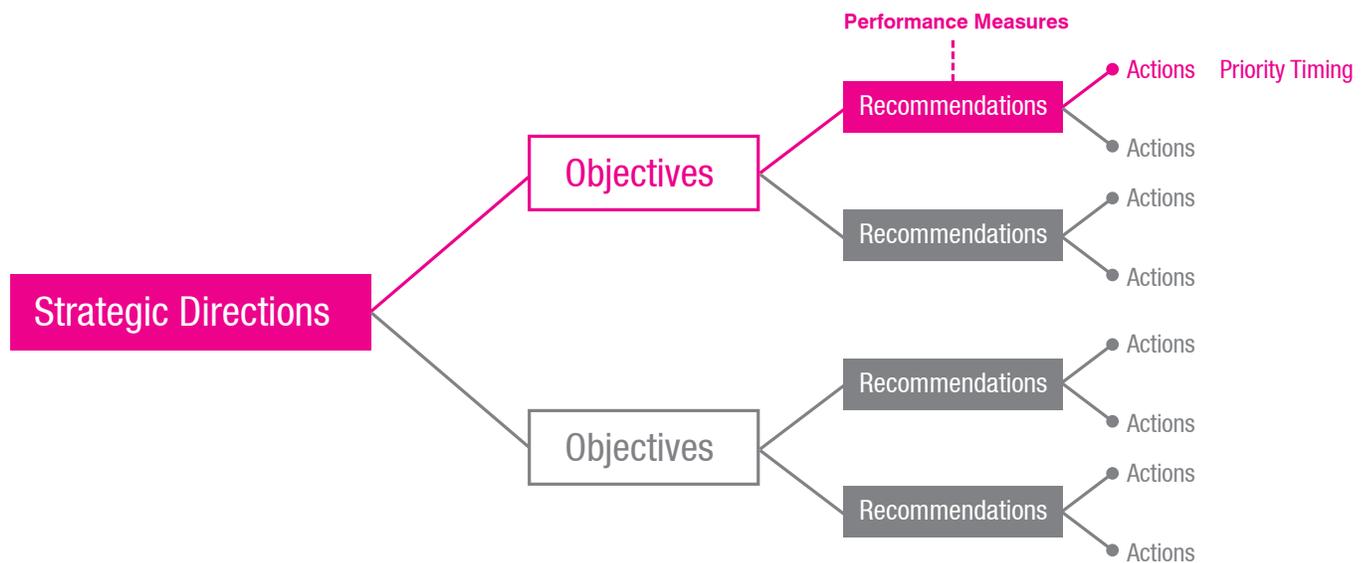
Plan for Action

A Framework for Culture and Public Art in the VMC 33

A Framework for Culture and Public Art in the VMC

The Plan for action is a multi-year strategy with recommendations and actions framed under four strategic directions. Priority timing and lead City department is identified for each one of the 83 actions. Priorities are described in more detail in the following chapter.

Structure of the Framework



Strategic Directions: set the overarching concept for the Framework

Objectives: describe a specific intent that can be achieved in many ways

Future State: describes an aspiration based on the successful achievement of the Objective

Recommendations: describes proposed approach to achieve the Objective.

Action: describes specific tasks, steps or initiatives that would implement the Recommendation

Priority Timing: describes time frame for implementing the Action. Priority timings are either a Quick Win (🌈 by end of 2017), Short-term (S, build out to 2021), Medium-term (M, build out to 2031), or Continuous (C) over the timeframe of the Framework.

Performance Measures: are key benchmarks that will demonstrate successful results from implementing the Recommendation. **A list of potential performance measures are included for each of the Recommendations.** As these initiatives are implemented, an appropriate type and number of measures will be selected.



DRY
CLEANING

COLORADO
CLEANERS

SHIRTS
&
ALTERATIONS

LAUNDROM

Colorado Pharmacy

4 Strategic Directions

Strategic Direction 1

Design and Build Great Public and Private Spaces

Strategic Direction 2

Attract Creative People and Jobs

Strategic Direction 3

Create Memorable Experiences

Strategic Direction 4

Build a Recognizable VMC Identity

Strategic Direction 1

Design and Build Great Public and Private Spaces

// Brookfield Place Galleria, Toronto

Objectives

RECOMMENDATIONS

Actions

Objective 1

Enable Art and Cultural Investments with Supportive Municipal Policy Structures

RECOMMENDATION 1

Simplify municipal processes for making arts and culture happen.

7 Actions

RECOMMENDATION 2

Invest in major cultural facility(ies) as anchors for creative and cultural developments in the VMC.

3 Actions

RECOMMENDATION 3

Integrate cultural resources and assets into new investment and development (both public and private) within the VMC.

3 Actions

RECOMMENDATION 4

Develop Transit Square to be the premier urban setting for public celebration and interaction.

4 Actions

RECOMMENDATION 5

Develop Edgeley Pond and Black Creek Channel to celebrate its natural and cultural heritage.

3 Actions

RECOMMENDATION 6

Ensure parks and open spaces are designed to enable the integration of arts and cultural spaces and events programming.

3 Actions

RECOMMENDATION 7

Identify existing strengths and gaps in Vaughan's current cultural resources.

2 Actions

Objective 2

Establish Rich Cultural Resources

Priority Timing Legend



End of 2017

S

Build out to 2021

M

Build out to 2031

C

Continuous



Objective 1

Enable Art and Cultural Investments with Supportive Municipal Policy Structures

SD 1

The VMC is an open platform for creative ideas to animate, design and foster cultural activity on a day by day basis. A streamlined policy structure allows cultural organizations to contribute to a bustling environment that engages with residents, tourists and businesses.

RECOMMENDATION 1

Simplify municipal processes for making arts and culture happen.

PERFORMANCE MEASURES

- » Number of temporary vacant spaces used for cultural activities
- » Number of public spaces used for cultural activities
- » Number of flexible-space environments available
- » Number of uses of the concierge service
- » Community uptake on new policies (e.g. food truck acceptance and success) (satisfaction survey)
- » Number of collaborators involved in developing flexible-spaces

7 Actions	Priority Timing			Lead Group
	S	M	C	
1 A Through the comprehensive Zoning By-law review, recognize creative and cultural industries as a use permitted in both employment and commercial areas (even residential zones), and consider opportunities for flexibility with temporary cultural activities that animate public spaces.	✓			Building Standards / Urban Design
1 B Promote policy alignments in the VMC Parking Strategy to enable temporary cultural activities and events (with Public Works).	✓			Development Engineering & Infrastructure Planning / Urban Design
1 C Through a comprehensive By-law review, permit banners on streetlight poles on municipal right-of-ways for special streets. Develop site specific standards for their use, installation, location and maintenance (with Public Works).	✓			Building Standards / Enforcement Services
1 D Examine mobile food vending (i.e. food trucks) in the zoning and licensing by-laws to accommodate these uses in a manner which is complementary to the VMC and does not adversely impact fixed location eating establishments.	✓			Building Standards / Enforcement Services
1 E Consider the creation of flexible office space ('flex-space') and affordable art spaces in mixed use, office or employment buildings as part of the 5-year review of the Community Improvement Plan.		✓		Economic Development & Culture Services / Financial Planning & Analytics
1 F Investigate and implement a concierge service to assist with permit processing, licensing, planning and marketing for cultural activities. This may include an online portal and calendar system to access licenses, permits, space and venue bookings, grants / funding, etc.	✓			Economic Development & Culture Services
1 G Review opportunities related to the City's Municipal Sponsorship Program to provide a coordinated and comprehensive approach to sponsored advertising, place naming and corporate recognition.	✓		✓	City Manager's Office

Examples of Flex-Space



Core21, Oshawa

An example of success in building hard infrastructure is Core21 located in downtown Oshawa. This business hub and incubator for creative and cultural industries was established as a collaborative initiative of the City of Oshawa and a range of partners, including Durham College's School of Media, Arts and Design. Core21 describes itself as a "shared office community" providing office space for small enterprises and freelancers, meeting rooms, workshops and peer-to-peer learning events, among other services.

Network Orange, Toronto

Network Orange is an innovative facility created by the bank Tangerine (formerly ING Direct) above their downtown Toronto Cafe. It offers casual and technologically advanced rental flex-space on a daily or monthly basis to people such as freelancers, frequent business travellers, entrepreneurs and students with the intent to foster collaboration and creativity. Network Orange also has 3 meeting spaces including a state-of-the-art meeting room which is available for free to community groups, organizations, charities, not-for-profits, social enterprises or any group who needs a space to gather.



Centre for Social Innovation

The Centre for Social Innovation is a social enterprise with 3 locations in Toronto and one in New York City that specializes in the creation of shared workspaces and a collaborative environment for nonprofits, for-profits, entrepreneurs, artists, and activists with a social mission. Their locations act as coworking spaces, innovation labs and community centers. They provide a variety of workspaces including private offices, private desks, and Hot Desks, along with meeting and event space while also offering programming such as workshops, seminars, competitions and mentorship opportunities.

Objective 2

Establish Rich Cultural Resources

The VMC is a top destination for cultural entertainment in the Greater Toronto Area. The VMC is a place where state-of-the-art facilities and spaces provide a vast range of experiences for all users.

RECOMMENDATION 2

Invest in major cultural facility(ies) as anchors for creative and cultural developments in the VMC.

PERFORMANCE MEASURES

- » Number of investments for multi-purpose cultural facilities approved and implemented
- » Number of proposed developments with multi-purpose cultural based functions
- » Community (public and private) usage of existing multi-purpose facilities (acceptance and success)
- » Number of existing opportunities to be developed into a multi-purpose cultural space

3 Actions	Priority Timing			Lead Group
	S	M	C	
2 A Examine precedents in multi-purpose cultural facilities (e.g. performing arts centre) as models for future cultural facilities in the VMC (including privately-operated cultural facilities).		✓		Recreation
2 B Conduct a feasibility assessment for building, operating and maintaining a multi-purpose cultural facility.		✓		
2 C Advocate for the establishment or expansion of community space for cultural activity (eg. library activities) with private-built environments.	✓		✓	

Examples of Multi-Purpose Cultural Facilities

Roundhouse Community Centre, Vancouver

One of the most admired and successful multi-purpose cultural facilities in the country is the Vancouver Roundhouse. The Roundhouse has a twofold mandate: to be a centre for community cultural development and a community source for cultural/recreational activities for all ages. The Roundhouse features include a black box Performance Centre, an exhibition hall, woodworking, pottery and dance studios, a full size gymnasium, a cafe area, and various multi-purpose spaces. The Roundhouse serves as a “community connector” for the needs of widely divergent and diverse communities



Living Arts Centre, Mississauga

The Living Arts Centre of Mississauga is a multi-purpose facility combining performance and exhibition spaces, artists' studios and public meeting space. The original vision for the facility included providing shared administrative space for small community-based arts and heritage groups in the community. This use gave way to additional convention and meeting space needed to generate operating funds. The Centre is an example of the use of a cultural facility to attract development and build a new urban core.

Daniels Spectrum, Toronto

Daniels Spectrum is a 60,000 SF community cultural hub in the Regent Park neighbourhood. It is the professional home of seven innovative cultural organizations and contains event, performance and exhibition spaces. Daniels Spectrum is owned by a non-profit joint venture between subsidiary corporations of Toronto Community Housing, The Daniels Corporation and Artscape. The building opened in September 2012 after a successful \$10 million capital campaign.



RECOMMENDATION 3

Integrate cultural resources and assets into new investment and development (both public and private) within the VMC.

PERFORMANCE MEASURES

- » Number of connections made with private and public organizations/businesses
- » Number of ongoing conversations with business and the public sector
- » Number of new cultural resource proposals
- » Number of partnerships developed
- » Number of active business referrals
- » Number of businesses supporting the plan

3 Actions	Priority Timing			Lead Group
	S	M	C	
3 A Allocate 1% of all capital budget for soft services towards a reserve for culture and public art integration in the design of the public realm and community spaces.	✓		✓	Financial Planning & Analytics
3 B Ensure that new cultural resources are in compliance with the VMC urban design guidelines and privately-owned, publicly-accessible space (POPs) Guidelines.	✓		✓	Urban Design
3 C Seek partnerships with all levels of government and private sector organizations to supplement cultural resource investment.		✓		All Departments

RECOMMENDATION 4

Develop Transit Square to be the premier urban setting for public celebration and interaction.

PERFORMANCE MEASURES

- » Usage level of Transit Square
- » Attendance levels at Transit Square events
- » Number of events developed for Transit Square
- » Number of events that move to Transit Square
- » Number of private developments aimed at integrating the Mobility Hub
- » Number of businesses supporting the Transit Square initiatives

4 Actions

		Priority Timing			Lead Group
		S	M	C	
4 A	Ensure that the design concept for Transit Square accommodates the delivery of arts and culture programs				Parks Development
4 B	In co-operation with the TTC, YRT, landowners and York Region, develop a phased program for the animation of Transit Square, as the urban centre of the highest importance, visibility and scale. Establish a memorandum of understanding among stakeholders for the use of Transit Square, including approvals, protocol, marketing and resourcing processes.	✓			Parks Development / Recreation / Economic Development & Culture Services
4 C	Develop a subway opening day (Year 1) program for Transit Square and the TTC Plaza that includes programming, capital and operating budget and guaranteed funding sources which may include private sector contributions and sponsorships. Programming may include banner programs, musical programs, outdoor markets, light installations.				Recreation / Economic Development & Culture Services
4 D	Develop a medium and long-term program for the Mobility Hub that creates a linkage /connection to the YRRRT bus terminal, Transit Square, community centre and other open space systems as part of the Parks Masterplan.		✓	✓	Parks Development
4 E	Conduct a feasibility study for a farmers, flower or Christmas market at Transit Square to provide year-round activations. POPs will be subject to development-funded feasibility studies for these types of events.	✓			Economic Development & Culture Services



RECOMMENDATION 5

Develop Edgeley Pond and Black Creek Channel to celebrate its natural and cultural heritage.

PERFORMANCE MEASURES

- » Number of programs and public art installations active across parks and green-way systems
- » Community response to the public art (reviews)
- » Attendance to events in the Edgeley Pond and Black Creek Channel area

3 Actions

	Priority Timing			Lead Group
	S	M	C	
5 A Ensure that the design concept for Edgeley Pond and Park (Phase 1) integrates the future implementation of a significant public art installation within a prominent highly visible location.				Urban Design / Public Works / Parks Development
5 B As development occurs, work with the development community to develop and install public art or installations along the Black Creek Channel which engage with the natural heritage context and setting. Landscapes may constitute a large part of the public art.		✓		
5 C Seek opportunities and partnerships with TRCA for interactive programming that educates visitors/residents (including school groups) about natural systems and the built environment. Examples include: self-guided walks, ecology festival, annual 'return-to-habitat' events (clean-ups, bird habitat, tree plantings).	✓		✓	Parks & Forestry Operations / Parks Development

RECOMMENDATION 6

Ensure parks and open spaces are designed to enable the integration of arts and cultural spaces and events programming.

PERFORMANCE MEASURES

- » Number of events and programs developed in parks and open -spaces
- » Number of public art installations
- » Number of permits issues for event programming in public spaces and parks
- » Number of parks with arts and cultural activities/programs
- » -Number of parks with arts and cultural activities/programs on an ongoing basis

3 Actions	Priority Timing			Lead Group
	S	M	C	
6 A Develop a design strategy to ensure parks and open spaces accommodate arts and cultural events and programming at a variety of scales.	✓			Development
6 B Work with VMC stakeholders to develop a vision for arts and culture for all urban parks.		✓	✓	
6 C Work in partnership with Provincial agencies to implement a demonstration forest planting project within the environmental open spaces along highway corridors to improve Vaughan's natural heritage.	✓			
6 D Ensure appropriate infrastructure required to support events, public art, cultural opportunities are included in municipal capital projects			✓	



RECOMMENDATION 7

Identify existing strengths and gaps in Vaughan’s current cultural resources.

PERFORMANCE MEASURES

- » Number of existing cultural resources
- » Attendance at existing cultural resources
- » Community response to existing cultural resources
- » Number of vacant properties used for cultural events and programming
- » Number of formerly vacant properties used on an ongoing basis as cultural activity areas

2 Actions

	Priority Timing			Lead Group
	S	M	C	
7 A Review and update Vaughan’s inventory of cultural resources to determine existing strengths and gaps with existing cultural infrastructure. Identify areas where gaps exist within the creative ecology to guide future cultural development of the VMC.	✓			Recreation / Economic Development & Culture Services
7 B Review and update Vaughan’s inventory of vacant properties (including non-conventional spaces) that present opportunities for temporary cultural activities to take place.	✓		✓	Economic Development & Culture Services



Strategic Direction 2

Attract Creative People and Jobs

// Centre for Social Innovation, Toronto

Objectives

RECOMMENDATIONS

Actions

Objective 3

Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth

RECOMMENDATION 8

Implement an attraction strategy for people, business and investment in the VMC.

4 Actions

RECOMMENDATION 9

Support the creation of a Design and Innovation Hub.

3 Actions

RECOMMENDATION 10

Enable investment in physical and digital infrastructure to support the development of the VMC.

7 Actions

Objective 4

Enable Collaboration, Training and Mentoring with Supportive Cultural Networks

RECOMMENDATION 11

Support learning opportunities for artists, designers and creative individuals/organizations by providing digital and physical spaces for interactions and collision of ideas.

5 Actions

RECOMMENDATION 12

Support creative sector enterprises with mentorship and funding.

3 Actions

Priority Timing Legend

	End of 2017
S	Build out to 2021
M	Build out to 2031
C	Continuous

Objective 3

Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth

The VMC is home to a large concentration of creative people who live, work and play in the downtown making it recognized internationally as a creative and innovative economic centre. Easily connected to regional, national and international markets, the best of the best in design and innovation consider the VMC as a place to locate and develop their products and services.

RECOMMENDATION 8

Implement an attraction strategy for people, business and investment in the VMC.

PERFORMANCE MEASURES

- » Number of visits to the tourism portal
- » Number of users of the tourism portal
- » Number of visits to the microsite
- » Distribution numbers of each material
- » Number of events and festivals established in the VMC
- » Number of marketing materials created
- » Number of leads generated by marketing material

4 Actions	Priority Timing			Lead Group
	S	M	C	
8 A Implement a collaborative marketing campaign aimed at attracting the targeted VMC demographic. Investigate and implement virtual tourism portals and mobile applications as an element in marketing the VMC to potential visitors and residents.				Economic Development & Culture Services
8 B Prepare marketing collateral materials targeted to site selectors and real estate brokers selling the opportunities presented by the VMC.	✓			
8 C Develop materials that communicate the importance of arts and culture as a driver of innovation and design-thinking among businesses.	✓			
8 D Build a VMC microsite.	✓			

RECOMMENDATION 9

Support the creation of a Design and Innovation Hub as an Anchor for Creative Industries in the VMC.

PERFORMANCE MEASURES

- » Number of connections made with academic institutions and public sector departments
- » Number of new partnerships developed
- » Number of connections made with industry and cultural leaders
- » Number of connections made with local design-sector businesses
- » Number of creative industries established within the VMC
- » Number of creative industries relocating to the VMC

3 Actions	Priority Timing			Lead Group
	S	M	C	
9 A Establish networks and connections with the innovative research, development and design sectors; academic institutions and York Region to develop a creative cluster and demonstration opportunities within the VMC.		✓		Economic Development & Culture Services
9 B Working with local design-sector businesses, complete a feasibility assessment for hosting a design competition.	✓			
9 C Connect and direct introductions between industry and cultural leaders to leverage support for cultural activities taking place in the VMC. Create a space where existing and future businesses have an integral role in the cultural richness of the City.		✓		



RECOMMENDATION 10

Enable investment in physical and digital infrastructure to support the development of the VMC.

PERFORMANCE MEASURES

- » Amount of investment over time in infrastructure projects in the VMC
- » Number of connections made with tourism and business leaders
- » Number of new initiatives (programs/events) developed to attract tourism investment

7 Actions

	Priority Timing			Lead Group
	S	M	C	
10 A Work with developers, landowners and other stakeholders to ensure that the physical and built environment supports SMART technology platforms (e.g. mobile hotspots, fibre wiring, broadband improvements, etc.). Consider planning for these technological networks through the VMC Utility Master Plan. Ensure that policies are introduced through the 5 year Official Plan Review to promote SMART technology integration in intensification areas.		✓	✓	Policy Planning / Urban Design / Development Engineering & Infrastructure Planning / Economic Development & Culture Services
10 B Use the City’s GIS platform to map and share information on these infrastructure investments, public art and cultural resources. (i.e. ensuring that this dataset is part of future 3D modelling systems)		✓		Economic Development & Culture Services
10 C Work with York Region on the Broadband Strategy, including any Gigabit Community Initiatives, leveraging the ORION networks and SciNet to attract broadband infrastructure investments.		✓		Economic Development & Culture Services
10 D Advocate for the installation of WIFI across Transit Square.	✓			Parks Development

Objective 4

SD 2

Enable Collaboration, Training and Mentoring with Supportive Cultural Networks

The VMC is home to strong and energetic cultural networks that inform, build and mentor individuals and organizations on current opportunities within cultural development. The VMC is regional leader in training and education with the cultural sector.

RECOMMENDATION 11

Support learning opportunities for artists, designers and creative individuals/organizations by providing digital and physical spaces for interactions and collision of ideas.

PERFORMANCE MEASURES

- » Number of visits to the online forum
- » Number of users of the online forum
- » Attendance at forums (online and offline)
- » Number of new resources on the arts and culture training portal
- » Number of new educational programs developed
- » Number of graduates from schools dedicated to arts and design
- » Number of programs related to arts and design establishing in the VMC
- » Number of programs which relocated to the VMC

5 Actions	Priority Timing			Lead Group
	S	M	C	
11 A Establish a forum (online and offline) to connect entrepreneurs with creative enterprises to exchange ideas.	✓			Economic Development & Culture Services
11 B Seek opportunities to connect private sector enterprises, and non-profit organizations (e.g. YMCA) to education inspiring the next generation of creative thinkers (including learning placements, studio and lab spaces, access to technology).		✓		
11 C Engage with school boards and private organizations to explore the feasibility of establishing/broadening a school of arts and design within the VMC as a foundational educational platform for artists, musicians, designers and innovators.		✓		
11 D Support the York Region Arts Council to build an arts and culture training portal for up-and-coming and established artists.	✓			
11 E Create linkages with school boards and private organizations to initiate neighbourhood -based public art projects		✓		

RECOMMENDATION 12

Support creative sector enterprises with mentorship and funding.

PERFORMANCE MEASURES

- » Number of new creative enterprises
- » Number of applicants to the Artpreneur program
- » Number of grants provided to local creative individuals
- » Number of mentorships established

3 Actions	Priority Timing			Lead Group
	S	M	C	
12 A Investigate the potential creation of 'Creative Vaughan', a privately funded micro-loan program that provides local creative individuals (artists, designers) with low-interest loans towards the establishment of their start-up business.	✓			Economic Development & Culture Services
12 B Encourage the York Region Arts Council to expand and promote the Artpreneur program in Vaughan.	✓			
12 C Dedicate spaces within the Starter Company program towards creative enterprises, as a way to differentiate Vaughan's offerings in entrepreneurship development. E.g. allocate 4 out of 30 spaces towards start-ups in the creative sector.	✓			



Strategic Direction 3

Create Memorable Experiences

// Codex Dynamic video installation at DUMBO Arts Festival, New York City

Objectives

RECOMMENDATIONS

Actions

Objective 5

Animate the Urban Environment with a Variety of Cultural Programs and Activities

RECOMMENDATION 13

Develop and implement a multi-year business and funding model to support cultural development in the VMC. Leverage funding mechanisms for arts and culture.

4 Actions

RECOMMENDATION 14

Adopt a Program Strategy for City-led initiatives within the VMC.

4 Actions

RECOMMENDATION 15

Support the delivery of temporary cultural installations / exhibitions and programming.

4 Actions

Objective 6

Identify Sites and Opportunities for Public Art that Enhances Sense of Place

RECOMMENDATION 16

Implement public art to support the urban design objectives for the VMC, enhance the pedestrian experience, to create memorable environments and enhance wayfinding.

4 Actions

RECOMMENDATION 17

Develop a program for temporary public art installations.

3 Actions

RECOMMENDATION 18

Establish a Public Art Advisory Committee to guide art selection.

4 Actions

Priority Timing Legend



End of 2017

S

Build out to 2021

M

Build out to 2031

C

Continuous

Objective 5

Animate the Urban Environment with a Variety of Cultural Programs and Activities

The VMC is a place of cultural transformation, embracing experiential learning and social interactivity. Its diverse cultural venues encourage the collision of people and ideas; promote knowledge exchange, social enrichment and fun.

RECOMMENDATION 13

Develop and implement a multi-year business and funding model to support cultural development in the VMC. Leverage funding mechanisms for arts and culture.

PERFORMANCE MEASURES

- » Number of applicants for program funding
- » Number of strategies implemented in the business/funding model
- » Number of policies and initiatives developed to support a business and funding model
- » Number of interested applicants to be part of the Cultural Leadership Committee
- » Number of cultural initiatives developed and implemented
- » Number of meetings held by the Cultural Leadership Team
- » Number of partnerships created
- » Number of projects developed related to the VMC
- » Number of mentorship programs developed/level of attendance
- » Number of workshops developed/level of attendance

4 Actions	Priority Timing			Lead Group
	S	M	C	
13 A Develop and implement a multi-year cultural and events program VMC. This program shall include a sustainable funding model and considerations for a potential Cultural Coordinator contract position,	✓		✓	Economic Development & Culture Services / Recreation
13 B Initiate a public-private sector led "Cultural Leadership Committee" with the mandate to provide advice, expertise, advocacy to move cultural initiatives forward.	✓			
13 C Identify potential grant programs and resource tools to support tourism operators, festival / event coordinators and business associations (e.g. BIA) to develop or strengthen their activities.	✓			
13 D Through partnerships, assist cultural organizations and tourism groups to increase their organizational capacity for projects related to the VMC. E.g. encourage mentorship programs, educational workshops, etc.	✓		✓	

RECOMMENDATION 14

Adopt a Program Strategy for City-led initiatives within the VMC.

PERFORMANCE MEASURES

- » Number of online events and programs
- » Amount of coordinated resources used over time
- » Number of visits to the online schedule of events
- » Number of events/festivals relocated to the VMC
- » Number of events in the VMC (annual)
- » Number of programs in the VMC (annual)
- » Attendance levels at key events in the VMC (growth over time)
- » Number of conversations with international festival and event organizers
- » Number of festivals/events established as a result of partnerships/links within existing events

4 Actions	Priority Timing			Lead Group
	S	M	C	
14 A Establish an online schedule of events and programs taking into consideration potential overlaps and need for coordinated resources including road closures, parking, services-in-kind, etc.	✓		✓	Recreation / Economic Development & Culture Services
14 B Seek opportunities to host one or more 'signature' festival or event to drive traffic and recognition for the VMC. Examples include: Luminato, Nuit Blanche, Jazz Festival, Toronto Outdoor Art Exhibition, Vaughan Film Festival, Caribana, Christmas or night markets.		✓	✓	
14 C Identify existing City-funded events and programs that could be relocated to the VMC.	✓			
14 D Examine opportunities for an acquisition strategy to secure events infrastructure, including staging, seating, sound and lighting equipment.	✓			



RECOMMENDATION 15

Support the delivery of temporary cultural installations / exhibitions and programming.

PERFORMANCE MEASURES

- » Number of temporary installations
- » Number of temporary events/uses established in vacant, under-utilized, or unencumbered sites
- » Number of proposals received for temporary installations
- » Number of temporary installations over time
- » Number of partnerships developed with other cultural institutions
- » Number of installations profiling Canadian artists over time

4 Actions	Priority Timing			Lead Group
	S	M	C	
15 A Working cooperatively with landowners, develop a multi-year plan for vacant, under-utilized and unencumbered sites as venues for potential temporary cultural uses, pop-up events, etc.	✓			Recreation / Economic Development & Culture Services
15 B Explore opportunities with the McMichael Canadian Art Collection and other cultural institutions for temporary exhibitions and installations profiling established and emerging Canadian artists.		✓	✓	
15 C Engage the arts community in a call out for proposals for temporary installations and events, including construction hoarding.			✓	
15 D Work with City's insurers to develop approaches to accept loans of arts and/or cultural artifacts, on a temporary basis.	✓			

Objective 6

SD 3

Identify Sites and Opportunities for Public Art that Enhances Sense of Place

The VMC is well known for its public art which adds character and provides a sense of place. Installations create a distinct identity for the VMC and its urban districts. Public art is a key contributor to making the VMC THE place to live, work and play.

RECOMMENDATION 16

Implement public art to support the urban design objectives for the VMC, enhance the pedestrian experience, to create memorable environments and enhance wayfinding.

PERFORMANCE MEASURES

- » Number of public art installations over 5 years
- » Level of interest by private developers to contribute to public art
- » Number of strategies introduced to enhance pedestrian access
- » Number of wayfinding strategies developed and implemented
- » Number of public art installations on priority sites

4 Actions	Priority Timing			Lead Group
	S	M	C	
16 A Consider public art installations in the following locations: <ul style="list-style-type: none"> • parks and open space, including: neighbourhood parks, Millway Avenue linear park, environmental open spaces, the Black Creek greenway, urban squares and Transit Square. • along streets with retail frontage, green streets, blue streets, flex streets and mews. • associated with the TTC subway station, Avenue 7 and Jane St. • Viva rapidway stations and the inter-regional bus terminal. • at community centres and cultural amenities. • at proposed development sites. 	✓		✓	Urban Design / Development Planning / Parks Development
16 B Secure public art on sites that are available immediately (see Chapter 3 for detailed direction on each site): <ul style="list-style-type: none"> • Edgeley Pond. • Transit Square/TTC Plaza. 	✓			
16 C Secure public art on sites available in the short and medium term: <ul style="list-style-type: none"> • S: Avenue 7 Boulevard • S: Gateways • S: Subway Arrival Plaza • S: New Park Place/Flex Street • M: Jane Street Promenade • M: Black Creek • M: Central Park • C: Millway Avenue Streetscape • C: Community Centre 	✓	✓	✓	
16 D Collaborate with private developers to implement high quality public art that enhances the site specific architecture and the broader urban design objectives in the public realm.			✓	



RECOMMENDATION 17

Develop a program for temporary public art installations.

PERFORMANCE MEASURES

- » Number of installations in vacant/under-utilized land in the VMC
- » Number of partnerships developed with adjacent communities regarding public art installations
- » Number of installations/events related to partnerships with other municipalities(annually and over time)
- » Number of connections between installations/events in the VMC with other municipalities' installations/events (annually and over time)

3 Actions

	Priority Timing			Lead Group
	S	M	C	
17 A Ensure that there is a bold installation in the TTC Plaza coinciding with the subway opening. Seek in-kind sponsorship opportunities to source materials and/or labour locally.				Urban Design / Parks Development
17 B Implement a range of temporary installations in vacant and under-utilized lands in the VMC.	✓		✓	
17 C Liaise with adjacent municipalities to expand or attach to their installations or events.	✓		✓	Urban Design / Economic Development & Culture Services

RECOMMENDATION 18

Establish a Public Art Advisory Committee to guide art selection.

PERFORMANCE MEASURES

- » Number of interested applicants to be part of the Publish Art Advisory Committee
- » Number of meetings held by the Public Art Advisory Committee
- » Number of interested applicants to be part of the art selection panel
- » Number of meetings held by the art selection panel
- » Number of strategies developed and implemented in managing collection of art

4 Actions	Priority Timing			Lead Group
	S	M	C	
18 A Establish a Public Art Advisory Committee	✓			Economic Development & Culture Services
18 B Implement the commissioning methods and management of the collection			✓	
18 C Create an art selection panel	✓			
18 D Adopt the funding and administrative model			✓	







Strategic Direction 4

Build a Recognizable Identity

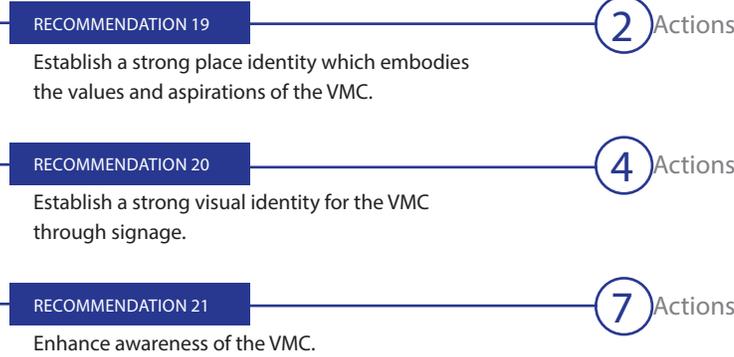
Objectives

RECOMMENDATIONS

Actions

Objective 7

Implement a Recognizable Cultural Identity for the VMC that Communicates an Innovative, Transformative and Authentic Experience



Priority Timing Legend	
	End of 2017
S	Build out to 2021
M	Build out to 2031
C	Continuous

Objective 7

Implement a Recognizable Cultural Identity for the VMC that Communicates an Innovative, Transformative and Authentic Experience

The VMC is a vibrant, engaging centre with cultural activities that will excite and move you. The VMC’s identity leaves a lasting legacy that will change mindset in Vaughan and raise its creative talent profile for years to come.

RECOMMENDATION 19

Establish a strong identity which embodies the values and aspirations of the VMC.

PERFORMANCE MEASURES

- » Level of place / identity recognition
- » Number of marketing and/or promotional products developed
- » Number of businesses and organizations engaged with marketing efforts
- » Effectiveness of collateral materials (online materials can be tracked via google analytics)
- » Number of new clients reached
- » Number of new networks created

2 Actions

	Priority Timing			Lead Group
	S	M	C	
19 A Identify and communicate the VMC character: its characteristics, traits, associations, values, and aspirations that set it apart from its competitors and other parts of the City as it relates to public art and culture. Develop and protect the VMC brand’s visual identity, establishing protocols and guidelines for the use of VMC brand mark, logos, colours and taglines.	✓			Economic Development & Culture Services
19 B Assist VMC and community stakeholders with marketing and communication efforts, using the VMC brand’s visual identity and key messages.	✓		✓	

RECOMMENDATION 20

Establish a strong visual identity for the VMC through signage.

PERFORMANCE MEASURES

- » Level of place / identity recognition
- » Number of new signs created within the VMC
- » Number of new signs created along the major highways
- » Number of signs created at key gateway locations
- » Number of signs created as a result of the Municipal Streetscape Program
- » Total amount of money used in developing signage

4 Actions	Priority Timing			Lead Group
	S	M	C	
20 A Leverage/coordinate with appropriate City departments to create a consistent quality signage program for municipal roads, corridors and open spaces that promote coordinated wayfinding and a cohesive visual brand for the VMC.	✓			Urban Design / Economic Development & Culture Services
20 B Leverage the Region of York's Municipal Streetscape Program to cost-share in the development of quality signage (e.g. street banners, entrance features, monument signs, furniture, etc.) within regional road corridors.	✓		✓	
20 C Secure highway signage along major 400 series highways in partnership with MTO permits to recognize the VMC.	✓			
20 D Work with the Region of York to install quality signage at key gateway locations.				



RECOMMENDATION 21

Enhance awareness of the VMC.

PERFORMANCE MEASURES

- » Number of cultural ambassadors
- » Level of social media activity about the VMC
- » Number of testimonies received
- » Number of views of the map
- » Number of promotional products developed
- » Number of speaking engagements
- » Attendance levels over time in the VMC

7 Actions	Priority Timing			Lead Group
	S	M	C	
21 A Build internal awareness with staff and Council to ensure their buy-in and ensure that they become the municipality’s ambassadors of culture and public art development.	✓			Economic Development & Culture Services
21 B Celebrate creative talent and cultural activity through social media channels, testimonials, and municipal events. Encourage blogging and other social media activities to develop authentic dialogs about the VMC.	✓			
21 C Develop a strategy to feed data, information and images to mobile applications, kiosks, etc. on resources, activities and experiences in the VMC.	✓			
21 D Develop a series of interactive maps to assist in wayfinding, tourism promotion and cultural programming. Leverage digital technology at mobility hubs and key community/cultural centres to drive traffic to the VMC.	✓			
21 E Develop a public relations campaign to drive residents to buy-in to the VMC as their downtown. This may include: community speaking engagements, roadshows, editorial placements, etc.				
21 F Monitor media channels to ensure that they deliver consistent and positive messaging about the VMC.	✓		✓	
21 G Complete a performance measure survey to establish a base line performance standard.	✓			VMC Project Management Team
21 H Produce an annual report card on the progress in implementing the Cultural and Public Art Framework.	✓			Economic Development & Culture Services/ Recreation

3



// Summer Arts Festival, Omaha NE

Catalysts for Culture

Priorities 65

Priorities

The VMC represents a fresh canvas for arts and culture in Vaughan. The Strategic Directions, Recommendations and Actions described in the previous section provide a framework for culture, design and innovation, cultural programming, activations, policy alignments, communications and stakeholder engagement. The breadth and depth of the proposed Actions were designed to resonate across the spectrum of Vaughan's art and cultural participants. However, to effectively act on the vision for the VMC, the focus needs to be narrowed to a manageable set of Actions.

The proposed **quick-wins** and **short term** initiatives are the result of discussions and conversations with the landowners, Council, staff, community and institutional stakeholders.

Quick Wins up to 2017

The Quick Wins identified in the previous chapter are described in further detail in the following section "Priority Locations for Public Art and Cultural Initiatives" and in the Marketing chapter.

Short Term Build Out to 2021

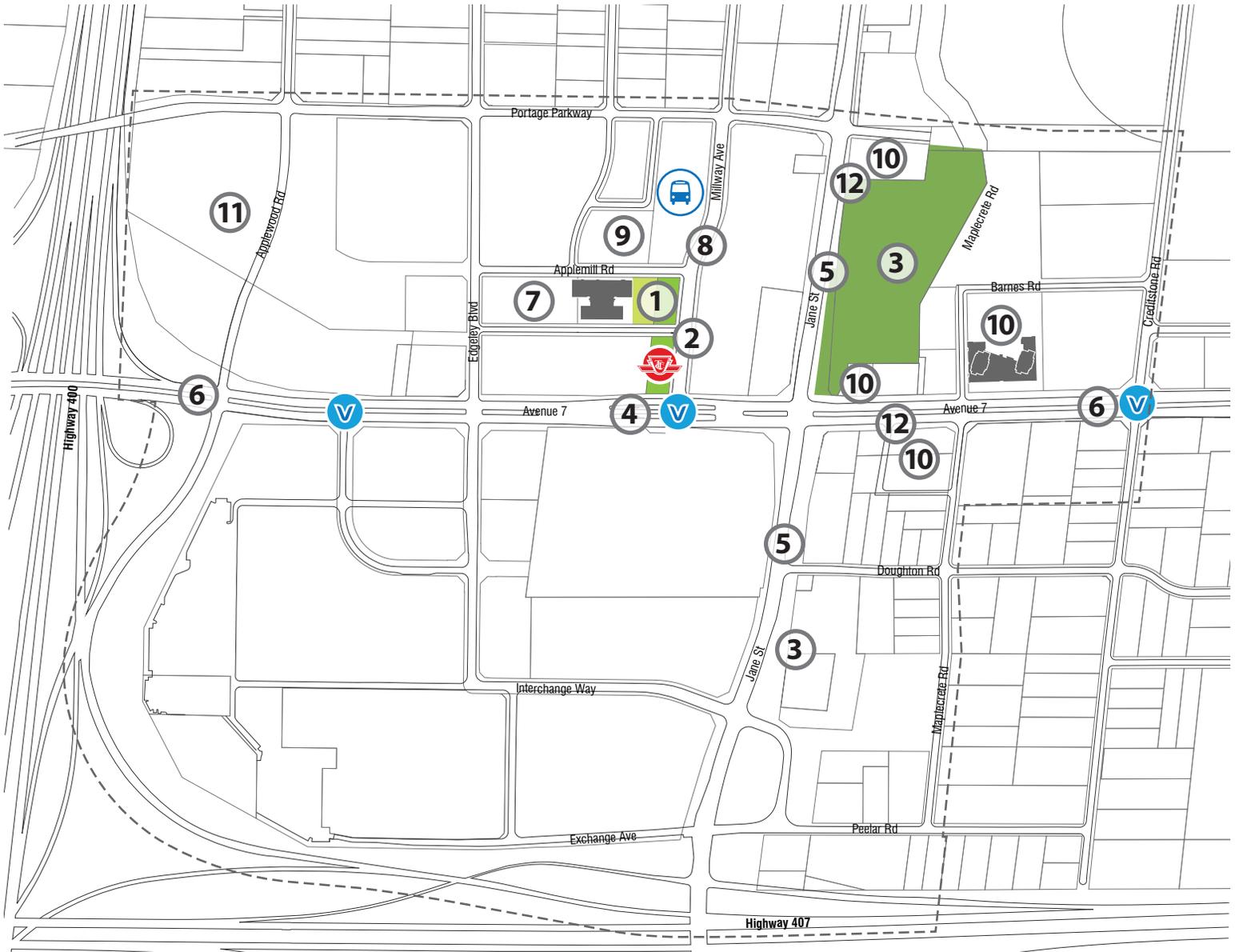
Key locations for public art and cultural initiatives have been identified based on anticipated build out over the next 5 years. The following map identifies 11 key locations for public art and cultural initiatives as the VMC builds out over the short term (the only exception is Central Park that may be implemented beyond 2021). A description of the locations, scope, intent, partnerships, budget and funding source for each follows. Public art investment will correspond to development activity in the VMC and will be reviewed on a yearly basis.



Quick Wins up to 2017

4 A	Ensure that the design concept for Transit Square accommodates the delivery of arts and culture programs
4 C	Develop a subway opening day (Year 1) program for Transit Square and the TTC Plaza that includes programming, capital and operating budget and guaranteed funding sources which may include private sector contributions and sponsorships. Programming may include banner programs, musical programs, outdoor markets, light installations.
5 A	Ensure that the design concept for Edgeley Pond and Park (Phase 1) integrates the future implementation of a significant public art installation within a prominent highly visible location.
8 A	Implement a collaborative marketing campaign aimed at attracting the targeted VMC demographic. Investigate and implement virtual tourism portals and mobile applications as an element in marketing the VMC to potential visitors and residents.
15 C	Engage the arts community in a call out for proposals for temporary installations and events, including construction hoarding.
17 A	Ensure that there is a bold installation in the TTC Plaza coinciding with the subway opening. Seek in-kind sponsorship opportunities to source materials and/or labour locally.
20 D	Work with the Region of York to install quality signage at key gateway locations.
21 E	Develop a public relations campaign to drive residents to buy-in to the VMC as their downtown. This may include: community speaking engagements, roadshows, editorial placements, etc.

2021



MAP IS ILLUSTRATIVE ONLY

- | | |
|-----------------------------------|--|
| 1 Transit Square/TTC Plaza | 7 Central Park |
| 2 Subway Arrival Plaza | 8 Millway Avenue Promenade |
| 3 Edgeley Pond/Black Creek | 9 Community Centre Public Art |
| 4 Avenue 7 Boulevard | 10 Private Development Applications
(known as of 2015) |
| 5 Jane Street Green Spine | 11 Cultural Facility |
| 6 Gateways | 12 Temporary Installations |

// Key locations for Public Art in 2021

Key Locations for Public Art & Cultural Initiatives

Site 1

Transit Square/TTC Plaza

Location

The site is the public plaza adjacent to the KPMG office building in proximity to the subway entrance.

Scope

Artists will be commissioned to design site specific temporary installations to animate the square during festivals and events. Artists will be invited to propose different ideas that can be effective in all seasons, conditions, and time of day and night. The art may change depending on the time of the year. Each work will remain in place for a minimum of two months. The first key event will be the subway opening day (Year 1). The opening event may include cultural initiatives such as banner programs, musical programs, outdoor markets, light installations, etc.

Intent

The work should be original and unique and be accessible to people of all ages and abilities. The work must be built or assembled by the selected artist and removed by the artist within a designated period. Although the work will be temporary, because it will be in the outdoor environment, durability and maintenance should be important considerations in the design. The intent is to colocate public art and cultural initiatives in this location.

Partnerships

It will be necessary to partner with the surrounding stakeholders to ensure that their needs and aspirations are addressed.

Estimated Budget for Public Art

\$100,000

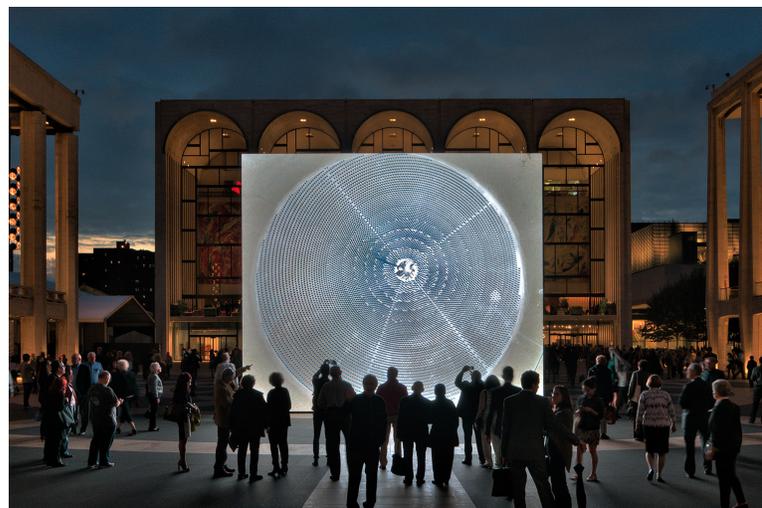
Potential Funding Sources

Section 37; Sponsorships; Donations.

// *The Pool* by Jen Lewin, Marina Bay, Singapore



// *For Closure* by Gabriela Salazar, New York City



// *Solar Reserve* by John Gerrard, New York City

Site 2

Subway Arrival Plaza

Location

The site is the exterior arrival plaza at the subway station.

Scope

An artist will be commissioned to design a site specific interactive work for the exterior public spaces of the mobility hub. The work should complement the interior work being commissioned by VIVA and designed by Paul Raff.

Intent

The work should animate the public space throughout the day and night and throughout the seasons by being interactive. It should celebrate transit and create a strong sense of identity for visitors and regular users of transit in the VMC. It should create a meeting place and destination and incorporate functional aspects such as seating.

Partnerships

There is potential to partner with VIVA.

Estimated Budget for Public Art

\$500,000

Potential Funding Sources

Public and Private Partnerships; Sponsorships.

// Six Public Clocks by Konstantin Grcic, Canary Wharf, London UK



// Reflect on Here, by Broken City Lab, Kitchener ON



// Urban People by Kurt Laurenz Metzler, Singapore



Site 3

Edgeley Pond and Black Creek

Location

Edgeley Pond and Black Creek form part of a continuous public open space system extending from the existing storm water management pond north of Avenue 7 south to the 407. This necklace of green extends down the east side of Jane Street with the potential for strong links into the VMC. This is also the most significant naturalized landscape in the VMC, the home to special flora and fauna, and it will be an important place of respite for the community.

Scope

An artist will be commissioned to create a prominent work that is highly visible and thematically integrated with the landscape of the valley system. The primary location envisioned for the piece is at the intersection of Avenue 7 and Black Creek, on the table land and not in any flood vulnerable area.

Intent

The work should be site specific. It should celebrate the natural heritage of Black Creek, and the watershed. It could illuminate the story about storm water management, public infrastructure and nature. Using environmental art as a means to educate, the public art and landscape should be intertwined to tell a story about water in the VMC. The ecological story of the public art could be supported by a demonstration forest planting project along Black Creek and adjacent highway corridors to improve Vaughan's natural heritage.

Partnerships

There are potential non-funding partnership opportunities with the TRCA.

Estimated Budget for Public Art

\$500,000 - \$750,000

(the budget will vary depending on the extent to which the work is integrated with landscape budget of the valley restoration)

Potential Funding Sources

Businesses and organizations that fund environmental initiatives; Grants and Donations; Section 37; 1% of capital projects for public art.

// Light Showers by Jill Anholt, Sherbourne Common, Toronto



// skin 2 by Mehmet Ali Uysal, Liège, Belgium



// Singing Ringing Tree (Panopticons) by Mike Tonkin and Anna Liu, Burnley, UK

Site 4

Avenue 7 Boulevard

Location

The redesigned Avenue 7 public realm will create a pedestrian scaled boulevard lined with a double row of trees and incorporating pedestrian amenities such as seating, pedestrian scale lighting and ground floor activation. The art site should be situated in the pedestrian realm in the treed boulevards along the length of the street. There should be special focus given to the major intersections and meeting places along the street.

Scope

An artist or artists will be commissioned to create a series of pedestrian friendly works to add to the pedestrian experience and help create more intimate spaces within the larger pedestrian boulevard that extends along Avenue 7. The works must compliment and not interfere with the retail activity of the street. The works may be functional and be integrated with seating, lighting, special paving and other pedestrian amenities.

Intent

The works should appear as an interrelated set through thematic content, functionality and materiality. The works should celebrate the Green Street themes, highlighting walkability and active transportation. There is an opportunity for the works to reference the cultural history of the Village of Edgely at Jane Street and Highway 7, as well as Avenue 7 in Vaughan as an historic transportation route. The works should elevate the everyday experience of the pedestrians walking to and from work or shopping on the street. They should add character to the street and should be part of the streetscape design at the outset. The works should be planned for in advance of the public realm infrastructure build out and the artist should be part of the streetscape design team.

Partnerships

There is the potential to partner with Region and YRT/VIVA and leverage the 1% of capital infrastructure costs for public art.

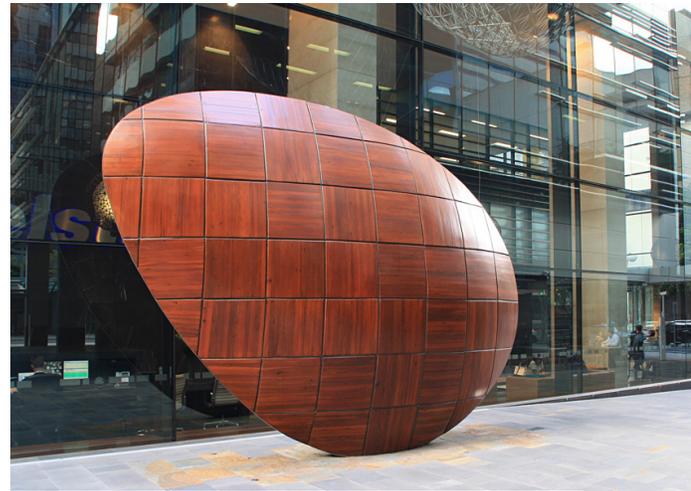
Estimated Budget for Public Art

\$500,000 - \$750,000

Potential Funding Sources

Section 37; 1% of capital projects for public art, private partners; MSPP

// *The Sentinels* by Chakaia Booker, New York City



// *Kernel (Falling from Above)* by Stuart Green, Brisbane AU



// *Landlines* by Jennifer Marchant, Brisbane AU



Site 5

Jane Street Green Spine

Location

The pedestrian green spine extending along Jane Street down the western edge of Black Creek provides an opportunity for a series of pedestrian scaled works.

Scope

An artist or artists will be commissioned to create site specific works that highlight street intersections and lookout points along the valley edge. The works will amplify the pedestrian experience and create an area of special character and identity. The works could be integrated with the pedestrian realm infrastructure including paving, lighting and seating. They could also be standalone works at special locations, such as intersections.

Intent

The works should appear as an interrelated set through thematic content, functionality and materiality. The works should be pedestrian scale, enticing people to walk along the green spine and the edge of the Black Creek. The works should raise awareness of the valley ecology and city interface. The works should be located at highly visible sites. First Nations, natural environment and cultural heritage are potential content themes. There is the potential for standalone sculptural works at key intersections.

Partnerships

There is potential for partnering with the Region and YRT/VIVA.

Estimated Budget for Public Art

\$500,000 - \$600,000 (for 3-5 works/sites/areas of focus)

Potential Funding Sources

Section 37; 1% of capital projects for public art, private partners; MSPP; Grants and Sponsorships.

// *Splash (Guildford)* by Michael Krondl, Surrey BC



// *Memorial to Commemorate the Chinese Railroad Workers in Canada* by Eldon Garnet and Francis LeBouthillier, Toronto, ON

Site 6

Gateways

Location

There are four gateway locations, one for each of the major entrances into the VMC. They include Peelar Road and Jane, Avenue 7 and Applewood, Avenue 7 and Creditstone and Jane and Portage Parkway. Each of these intersections forms a key entrance to the VMC from the south, west, east and north.

Scope

Artists will be commissioned to create iconic gateway artworks that are strong identifiers for the VMC. Each gateway will be designed by a different artist to differentiate the location and the site's distinctiveness.

Intent

The artworks should be large in scale, such that they can be seen from some distance away and serve as visual markers for the VMC. The works should draw on themes related to historic or cultural references of the VMC or Vaughan or the goals of the future community. The artwork should reflect a point of transition between the surrounding context and the VMC and they should be site specific. Artists should, in addition to scale, consider colour, distinctive materials and lighting to ensure the visibility of the artwork.

Partnerships

There is a potential to partner with the Region and YRT/VIVA. There is potential for partnerships with private developers adjacent to the park for off site contributions that are close their developments.

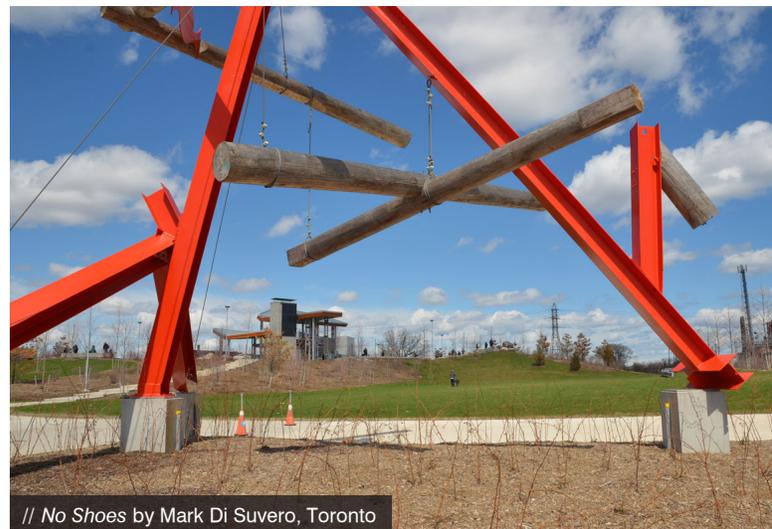
Estimated Budget for Public Art

Minimum of \$500,000 for each work/site/areas of focus

Potential Funding Sources

Sponsorships; MSPP; 1% of capital projects for public art.

// LAX Gateway Pylon Project by Ted Tokio Tanaka, Los Angeles



// Regina Gateway by Paul Raff, Regina SK

Site 7

Central Park

Location

The site is the large central park north of Avenue 7. Specific locations within the park focus on key entrances and points of intersection with the surrounding streets.

Scope

An artist or artists will be commissioned to design site specific installations at key entrances to the park.

Intent

The artwork or artworks should be interactive and designed to be engaging for children and families. The artworks should be playful and enhance the recreational experience. They should be welcoming and celebratory and preferably be integrated with the landscape design, building or features within the park. They could engage with a water feature or ice skating feature and be part of the park programming including daytime and nighttime programming in four seasons.

Partnerships

There is potential for partnerships with private developers adjacent to the park for off site contributions that are close their developments.

Estimated Budget for Public Art

\$500,000 - 600,000

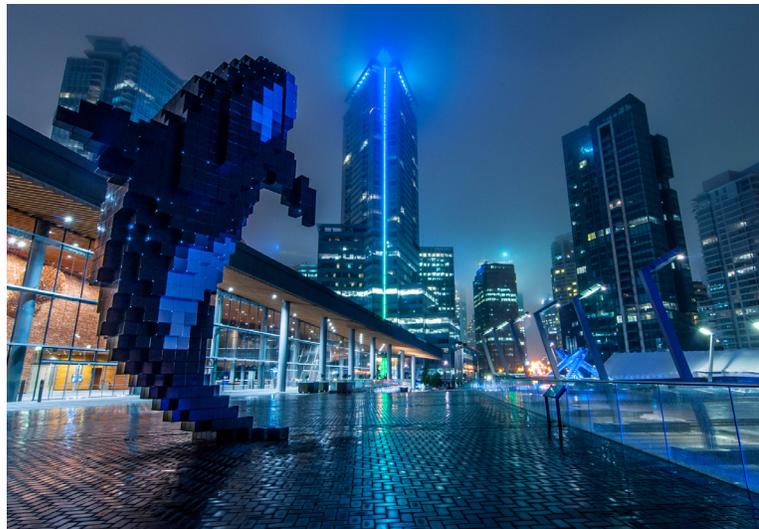
Potential Funding Sources

Section 37; 1% of capital projects for public art, Sponsorships; Donations; Grants; Private Partnerships.

// *The Vessel*, by Ilan Sandler, Toronto ON



// *Aeolus* by Luke Jerram, Canary Wharf, London UK



// *Digital Orca* by Douglas Coupland, Vancouver BC

Site 8

Millway Avenue Promenade

Location

As a key cultural and social spine, public art works should be considered for important intersections and meeting places. There is an opportunity to consider integrated works as part of the paving, lighting and furnishing design. Potential sites also include quieter areas where people will sit outdoors and relax.

Scope

An artist should be commissioned as part of the public realm design team for Millway Avenue to create site specific permanent integrated works.

Intent

The works should appear as an interrelated set through thematic content, functionality, or materiality. They should be pedestrian scale and be finely crafted with tactile elements. Poetry and the use of text are encouraged in story telling. Integrated works should consider site furnishings, lighting, bike racks, paving, tree grates and other site infrastructure.

Partnerships

There is potential to leverage the 1% of capital infrastructure costs for public art.

Estimated Budget for Public Art

\$350,000 - \$500,000

Potential Funding Sources

Section 37; 1% of capital projects for public art; Private Partners; Sponsorships.

// Tree Grate, Ottawa ON



// Peeled Pavement, Jill Anholt, Toronto ON



// "Speech Bubbles" by Evi K. Hui and Olivier Mayrand, Toronto ON



Site 9

Community Centre

Location

Proposed sites include the public plazas and outdoor gathering areas of the community centre which faces the adjacent YRT Bus Terminal and is linked by pedestrian walkways to the Bus Terminal Plaza.

Scope

An artist should be retained as part of the design consulting team for the community centre. The work should be site specific and be an integrated part of a plaza design or major outdoor gathering space.

Intent

As a destination for people of all ages, backgrounds and abilities, the community centre is an ideal location for an interactive work that celebrates the community's, past, present and future. The artwork should draw on themes that are relevant to the community. Cultural expression specific to Vaughan should be considered. The work should be interactive and have tactile qualities to attract children and families. There is an opportunity in the design process to engage with children and youth to create a work that has the imprint of the community. There is also an opportunity to engage with the wider diverse community of Vaughan both to educate and be informed by its unique characteristics and attributes. The visibility of the artwork from the Bus Terminal Plaza will play a wayfinding role and enhance walkability.

Partnerships

There is potential to leverage the 1% of capital infrastructure costs for public art.

Estimated Budget for Public Art

\$400,000 - \$500,000

Potential Funding Sources

Section 37; 1% of capital projects for public art, Private Partners, Grants; Donations; Sponsorships.

// Faces of Regent Park by Dan Bergeron, Toronto ON



// Watershed Consciousness by Ferruccio Sardella, Toronto ON



// FUNtain by Steve Mann, Toronto ON

Site 10

Private Developments

Location

All private developments within the VMC in publicly accessible spaces are appropriate for public art consideration.

Scope

An artist will be commissioned to work with the developer design team to create a work or works that are in the publicly accessible areas of the development. The art work must be commissioned in a method that is supported by the City and most likely through a Section 37 contribution. There is also the potential, through the same process, for a developer to contribute to off-site public art locations in the vicinity of their development that contribute to the larger urban design ambitions of the VMC.

Intent

The work must be distinctive and publicly accessible within the development. It must be in a prominent location such as a major entrance or setback area of the street. It must contribute to larger civic urban design guidelines of the City. The intent is to create a culturally rich public realm that is both beautiful and engaging.

Partnerships

Estimated Budget for Public Art

\$400 - \$500k (aim for 1% of gross construction cost)

Potential Funding Sources

Section 37; Privately funded.

// Fence on the Loose by Vito Acconci, Toronto ON



// Mitosis Courtyard by Pierre Poussin, Toronto ON

Site 11

Entertainment District Cultural Facility

Location

Proposed sites include the public plazas and outdoor gathering areas of the Cultural Facility proposed for the Entertainment District, near Highway 400 and Highway 7.

Scope

An artist should be retained as part of the design consulting team for the public plaza or gathering area. The work should be site specific and be an integrated part of the plaza design or major outdoor gathering space.

Intent

As a destination for people of all ages, abilities and backgrounds the Entertainment District plaza is an ideal location for public art that celebrates contemporary culture. The artwork should draw on themes related to the entertainment and potentially include digital media screens and other new technologies. The work should be interactive and engage a wide demographic.

Partnerships

There is the potential to partner with Entertainment companies.

Estimated Budget for Public Art

\$400,000 - \$500,000

Potential Funding Sources

Section 37; 1% of capital projects for public art, Private Partnerships; Sponsorships; Grants.

// Interactive light sculptures at *Schouwburgplein*, by West 8, Rotterdam, NL



// Interactive public art at *Museumplein*, Amstersdam, NL



// New media public art at *Quartier des Spectacle*, Montreal, PC

Site 12

Temporary Installations

Location

Temporary installations including innovative construction hoarding can be located in all private developments and along VMC frontages including but not limited to the highly visible Jane Street and Avenue 7.

Scope

An artist will be commissioned to work with the developer design team to create a temporary work or installation that is in the publicly accessible areas of the development. The art work must be commissioned in a method that is supported by the City. There is also the potential, through the same process, for a developer to contribute to off-site temporary public art installations in the vicinity of their development that contribute to the larger urban design ambitions of the VMC.

Innovative construction hoarding can be commissioned by artists or it can be created by residents through neighbourhood organizations, school groups or other organizations.

Intent

The installation must be distinctive and visually accessible within the development. Temporary works can be either a prominent location such as a major entrance or along a street frontage, or they could be intended as a delightful surprise element that people discover as they walk through the VMC. It must contribute to larger civic urban design guidelines of the City. The intent is to create a culturally rich public realm that is both beautiful and engaging.

Partnerships

Estimated Budget for Public Art

\$25 to \$100K

Potential Funding Sources

Grants; Donations; Sponsorships; Private Partners.

// Voyage by Aether and Hemera, Canary Wharf, London UK



// Beautiful Light by D. A. Therrien, Scottsdale AZ



// Dream Big - construction hoarding mural art led by community youth, Alexandra Park, Toronto ON





// Performance by Strange Fruit at the Galway Arts Festival

Achieving the Vision

Key Messages 79

Roles and Responsibilities 80

Marketing and Communications 88

Key Messages

Throughout the Plan for Action (Section 2 of this report), each Strategic Direction has a clear vision statement which becomes the building block for key messages that will communicate Vaughan's commitment to the VMC Culture and Public Art Framework.

Four Key Messages comprise the steps towards realizing the VMC Culture and Public Art Framework

Key Message 1

Vaughan is committed to develop new approaches, policies and practices to support the vibrancy of its cultural sector and environment. This involves reorganizing development priorities, so that culture is treated as an economic sector, with the added value of reducing poverty and generating economic growth across the community. Economic development and municipal structures need to work together towards achieving these goals. This broad diversity will be reflected in the makeup of the teams identified in the roles and responsibilities section.

Key Message 2

Vaughan's cultural sector's long-term structural needs are a critical dimension of cultural sustainability.

Risks are perpetuated by piecemeal and short-term funding cycles that target projects rather than long-term interventions. Viability of the sector requires an enabling environment that builds capacity of operators, strengthens structures, and encourages growth and innovation, which can all be supported by a vibrant economic development context.

These issues will be reflected within the identification of leadership committees, project management teams, funding opportunities for quick wins and short term actions

Key Message 3

Vaughan is committed to finding innovative approaches to finance cultural opportunities across the community. Vaughan will aim to explore new forms of funding and financing culture beyond traditional means (subsidies, grants, investment and guarantee funds). Use of Section 37 and exploration of a 1% capital tax will be explored as part of a funding matrix. Establishing a sustainable funding model and a framework reserve for Section 37 is necessary to ensure that public art projects happen over time.

Key Message 4

Vaughan requires collaboration between private, public, and non-profit organizations to market messages that will advance cultural development and generate ownership in helping to implement the VMC Culture and Public Art Framework. Propelling culture's role in Vaughan means providing meaningful opportunities for business, community and cultural stakeholders and the individuals of the community-at-large to contribute their ideas to helping shape the cultural environment.

Roles and Responsibilities

VMC Project Management Team

The VMC Project Management Team, with the support of the broader VMC Project Team, will coordinate the implementation of the Culture and Public Art Framework. The Team has the depth of skills required to execute the quick wins. In the short term, the Team will liaise with external partners as required. Dedicated VMC Project Team members will work on achieving the goals of the Culture and Public Art Framework with support from the broader staff resources. Staff from each of the following departments are represented on the VMC Project Management Team and broader VMC Team with primary responsibilities as indicated.

Parks Development – park design to ensure public art incorporated, space for events, oversee park construction

Urban Design/Culture Heritage – public art in private development, role in review of design of park/open space

Economic Development & Culture Services – business development, marketing

Finance – financing tools/incentives

Public Works – coordinate setup/takedown, public art in infrastructure projects

Policy Planning – planning policy review

Development Planning – manage planning review and development agreements

Recreation – delivery of events

Corporate Communications – marketing, communications

Manager of Municipal Sponsorships - leveraging financial and in-kind contributions

VMC Culture Coordinator

This important position will be responsible for identifying and fostering development opportunities; securing funding for development activities and programs; ensuring public input into projects; and administering and monitoring community empowerment in cultural objectives.

Mandate

- › Compile an inventory of sites, facilities, resources for events
- › Pursue funding/grants
- › Identify events, secure sites
- › Facilitate events
- › Build relationships with agency and community groups, event organizers
- › Work closely with Project Management Team to coordinate and deliver the cultural objectives for VMC
- › Coordinate communications/marketing for events
- › Maintain annual events calendar for VMC
- › Organize, facilitate and oversee Cultural Leadership Committee

VMC Cultural Leadership Committee

The purpose of establishing a Cultural Leadership Committee is to build collective cultural capacity, bringing together the resources of the public and private sectors in order to implement the Culture and Public Art Framework and to support ongoing cultural development in the VMC. The Leadership Committee is to have representation from a cross-section of municipal, cultural, and business communities.

Role

Provide support for implementation of the VMC Culture and Public Art Framework.

Composition

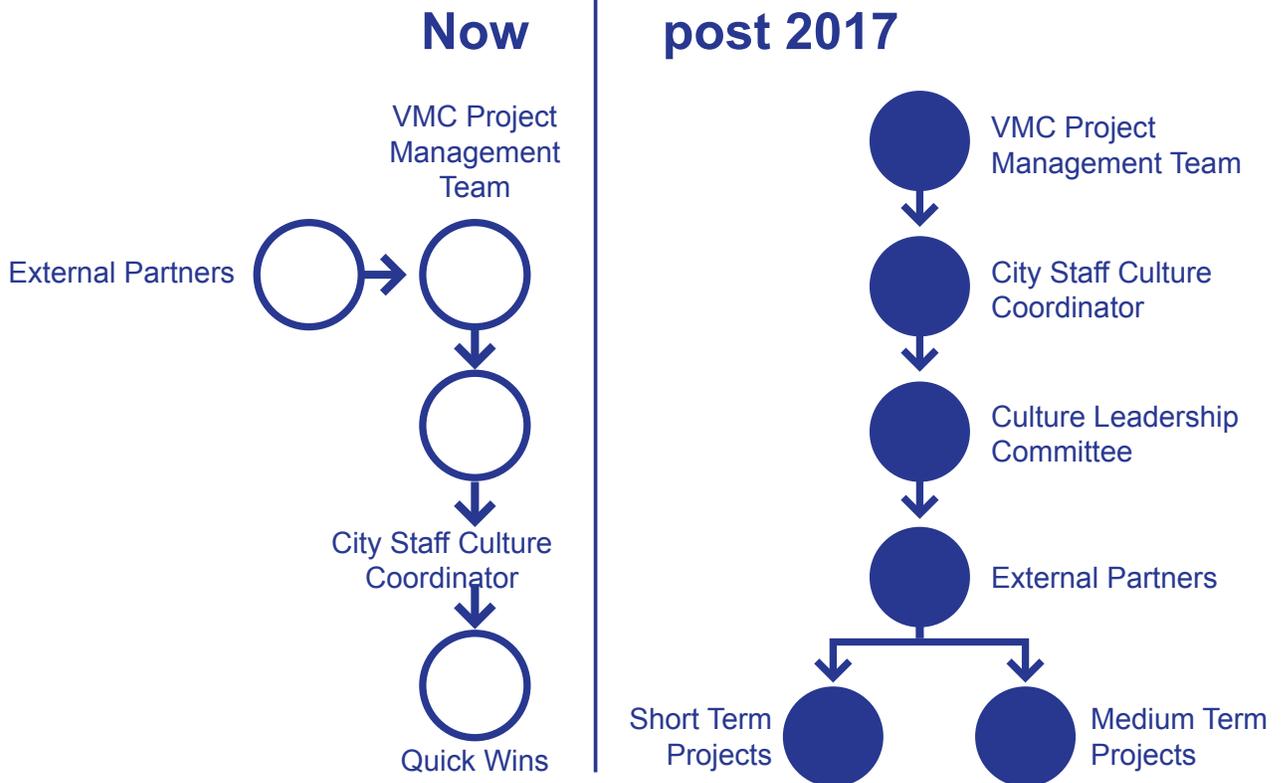
- › a 10-person voluntary advisory group with a 4-year term coinciding with 4-year term of council
- › Landowners in the VMC
- › Representatives of public agencies including York Region, VIVA/YRT, York Region Arts Council
- › Representatives of other external partners, eg. Chamber of Commerce, Region, TTC, York Region Arts Council, libraries, McMichael Collection

Mandate

- › Support implementation
- › Define new actions
- › Coordinate efforts in implementation
- › Leadership
- › Advocate for culture and public art
- › Build awareness among stakeholders
- › Regular review and monitoring of Culture and Public Art Framework

Phased Resourcing: Culture

To address the aspiration for quick wins and the current limitation on additional resources, a phased approach is required, with the VMC Project Management Team directly coordinating quick wins with external partners up until 2017. After that, a more structured organizational framework will be established as resources become available.



City-Wide Public Art Coordinator

This important staff position whose role is to oversee the implementation of the Public Art Framework in the VMC and throughout the City of Vaughan. The Coordinator will facilitate the Public Art Advisory Committee and Public Art Selection Panels. The Coordinator will also promote the program and increase its awareness to both internal and external partners.

Mandate

- › Identify site opportunities, facilitate competition and art selection processes, disperse project funds, monitor developer contribution
- › Liaise with municipal departments and Council
- › Conduct community and stakeholder outreach
- › Promote the public art program to the community at large
- › Compile and maintain Public Art Inventory
- › Build and maintain a database of qualified public artists.
- › Oversee decommissioning
- › Oversee public art installation by artists

City-Wide Public Art Advisory Committee

Role

This volunteer committee will provide leadership and support to the City Wide Public Art Coordinator with the implementation of public art projects in the VMC. They are an advisory committee. Their role is to evaluate the process for the selection of the art, including site and artist, to ensure that the Public Art Framework for the VMC is being realized on a project by project basis. Their mandate also includes coordinating and implementing adjustments to the Culture and Public Art Framework as a result of the 4 year term of council review.

Composition

- › a volunteer expert advisory body with a 4 year term coinciding with Council.
- › curators, artists, arts institution representatives, landscape architects, architects, urban designers, educators and historians.
- › could expand to other disciplines such as filmmakers, writers, etc.

Mandate

- › follow protocol outlined in the City-wide Public Art Program
- › advise the City on public art policies, guidelines and procedures
- › promote awareness and understanding of the importance of public art
- › support the City in the implementation of the Culture and Public Art Framework
- › participate in the periodic review of the Framework
- › advise on site selection for public art projects
- › advise the City in adjudication processes for commissioning and acquiring public art
- › advise the City in maintenance and management of the public collections
- › evaluate and make recommendations to the City on proposed public art donations
- › review and make recommendations on any de-accessioning requests

Phased Resourcing: Public Art

Public art funds will be pooled in order to implement the priority projects identified. The phasing of the projects will depend on the overall phasing of the VMC, prioritizing installations to coincide with public realm improvement projects. The Design Review Panel will serve as an interim Public Art Advisory Committee. They will provide input on the public art site selection and artist selection process.



Site/Project Specific Art Selection Panels (for VMC and City Wide Public Art Program)

Role

The art selection panels act as juries and are selected on a project by project basis. Their role is to evaluate the artists proposals and to recommend the selection of an artist/ artists to undertake the commission on both public and private lands.

Composition of the Panel

- › panel members may be local, national or international art professionals depending on the scope of the project,
- › should include a majority of widely recognized visual arts professionals, such as practicing artists, curators, art critics, art educators, architects and landscape architects
- › to avoid potential conflicts of interest, art dealers (gallerists) and art consultants should not be invited onto selection panels
- › should include some local community-based representation with interests in the site and could include a neighbourhood or community representative from a local association, a business representative or a resident
- › the developer representative, architect and/or landscape architect should be represented on the panel
- › art selection panel should have a majority of independent (from the developer) art experts
- › panel members must not be in a conflict of interest
- › members of the selection panel should not include city staff or Councillors

Size of Panel

- › the art selection panel usually consists of three or five members
- › while the ultimate objective of the panel is to reach a unanimous decision, members may be divided in their evaluations so the panel should have uneven numbers to enable a majority vote

Compensation

- › the art selection members should be offered a modest honorarium for their time spent evaluating the art proposals and recommending their selection

Marketing and Communications

Role for Cultural Development in the VMC

The Role of Marketing and Communications for Cultural Development in the VMC is to bring forth the awareness of the character, form and uses envisioned in the development of creative and cultural elements within the VMC. This includes a focus on creative industry, new urban open space, facilities, programs and events for culture and public art that will work to change people's mindsets about the area.

A strong organic approach to concretize the identity of the new downtown by narrating its emerging arts and culture networks, creating a cohesive visual identity, producing engaging marketing material and publicizing new major events will work together to communicate an exciting downtown experience.

VMC Marketing Plan 2015-2017

The VMC Marketing Plan is an evolving document that is intended to raise the awareness of the VMC and its initiatives.

The Marketing Plan intends to build a strong city identity to develop a positive and progressive attitude that attracts people and business. Raising the awareness of the VMC through a strong marketing and communications effort will support investment and build a downtown core that creates employment, develops new technologies, forms international trade partnerships and tells Vaughan's story.

From this goal the Economic Development team at Vaughan has crafted a short three year strategy on how to roll out marketing and communication tactics from 2015-2017.

2015	2016	2017
Momentum and Awareness Focus	Building a Competitive Differentiator	Marketing and Advertising Campaign

Goal one of the Marketing Plan for the VMC is to: Raise the awareness for the VMC downtown initiatives by engaging Vaughan residents and other key stakeholders at the grassroots phase to develop the VMC identity support and messaging for local, regional and international markets.

Taking a phased approach, the Marketing Plan focuses initially on building momentum and awareness of the VMC. The second phase focuses on establishing a strong 'competitive differentiator'. This includes the development of the Design and Innovation Corridor concept. The last phase concludes with a mass Marketing and Advertising Campaign.

Current Tactics

A tactic identified in the first phase is the development of a VMC micro website dedicated to marketing.

The micro website is designed to integrate public relations and marketing efforts for an inclusive, unique and consistent brand awareness experience. Currently, the micro website will profile development projects, animated environments, interactive maps and social media integration.

The site will support in providing not only investors but residents with a stronger visual representation of what the future VMC will look like.

The advancement of Strategic Direction #4 of the Cultural Framework will require that cultural elements such as cultural resources (including public art) are portrayed as part of the micro site's development.

Additional ongoing tactics also include the creation of animated videos and interactive walk-throughs. Inserting cultural references into these crafted elements will support the notion of the VMC being a culturally vibrant place.

Priority Cultural Framework Marketing and Communication Actions

1st Year

- Build internal awareness with staff and councillors to ensure their buy-in and ensure they become the Municipality's ambassadors of culture and public art development.
- Celebrate creative talent and cultural activity through social media channels, testimonies, and municipal events.
- Create a distinctive signage and wayfinding program for municipal roads, corridors and open spaces that promote a coordinated and cohesive visual brand for the VMC
- Use the Region of York's Municipal Streetscape Program to cost-share in the development of signage (e.g. street banners, entrance features, monument signs, etc.) at key gateway locations within the VMC, including Jane & Highway 7, and Millway & Highway 7
- Develop a creative messaging strategy that prepares key messages for target audiences (visitors and residents). Ensure that messaging is included in all promotional marketing channels (social media, paid media, and earned media).

2nd Year

- Identify and assign cultural leaders to become ambassadors for cultural development across the VMC.
- Prepare collateral materials that complement any

future illustrations of the VMC that are used in long-term construction and development projects (e.g. illustrations on construction hoarding)

- Develop material that communicates the importance of arts and culture as a driver in innovation and design thinking among businesses
- Showcase material on a VMC micro-site
- Organize annual tours for Council members to support awareness of new developments in the VMC
- Continue to celebrate creative talent and cultural activity through social media channels, testimonies, and municipal events.

3rd Year

- Implement the recognizable identity for culture and public art programs or activities that takes place in the VMC.
- Explore the potential for a collaborative marketing campaign aimed at attracting design and innovation businesses into potential development spaces within the VMC. Ensure the marketing campaign complements the city-wide Economic Development Marketing Campaign; including the promotion of the VMC as a Design and Innovation Corridor.
- Prepare marketing materials to distribute to potential site selectors on the future opportunities of investing with the VMC
- Develop material that communicates the importance of arts and culture as a driver in innovation and design thinking among businesses
- Continue to showcase material on a VMC micro-site
- Continue to organize annual tours for Council members to support awareness of new developments in the VMC

Supporting Players for Marketing the VMC Creatively

and Culturally

Underlying marketing and identity-formation principles is the network of individuals and organizations that can contribute to the marketing and expression of a community's defining character. A sampling of some of these players include provincial, regional and local governments, chambers of commerce, professional and business associations, regional tourism and cultural organizations, economic development agencies and departments, property developers, major institutions, non-profit agencies; as well as individual businesses and local residents of the community. Given the number of potential influences on a community's image, the critical element of marketing and branding success is the degree to which these numerous players coordinate and align their activities with the over-arching cultural framework for the VMC.

Conclusion: Stepping into the Future

Given the nature of the VMC Culture and Public Art Framework as a visionary document, what could success look like in the future?

Stepping off at the Subway Arrival Plaza on a June Saturday, 2031, a young family who are visiting the VMC for the weekend stop to interact with a beautiful colourful water feature art work that captures their attention. Sounds from a festival at Transit Square Plaza pull them over to a culturally diverse event that features local artists who have made an international name for themselves. Friends who live nearby in the new downtown meet them at the Plaza and they walk to the condo nearby located above a mixed use development.

A group of local youth are leading an arts and social media workshop at the Community Centre, which is simultaneously broadcast on social media to a network of youth artist organizations across the region. Their extended family members are bursting with pride as they take their younger children to play in the Centre's amazing outdoor area that features interactive art for children.

An organization of design entrepreneurs is meeting with the VMC Cultural Leadership Committee for lunch on Millway Avenue to brainstorm about marketing for a networking initiative that focuses on the creative corridor between Vaughan and Toronto. They talk about the inspiration of the public art along the cultural spine for their organization, which has an office nearby.

Two friends are cycling around Edgeley Pond and Black Creek, a weekly ritual of connection they wouldn't miss.

Colleagues who live around the Pond introduced them to the great trails with public art that expresses the value of the watershed to the community.

On their first date, a couple walk through the Central Park which has won design awards for sustainability and integrated public art. They look up and are amazed to see a temporary public art work that floats like a giant orange net between the tall buildings of the downtown. Its ephemeral quality contrasts with the solidity of the architectural frame that holds it skyward.

Curious about the art, they check a VMC public art app on their smart phone and find out it's part of a public walking tour of the art in the downtown. A second date plan blossoms.

The national newspaper runs a story online that day about Vaughan. Business is booming and commercial real estate in the VMC is highly sought after. New retail models have captured the attention of people who can easily walk, bike or take convenient transit to great places to shop and eat.

A retail developer reads the story and picks up the phone to call a real estate broker in downtown Vaughan.

