



STAKEHOLDER VIRTUAL CONSULTATION FEEDBACK REPORT

ABOUT THIS REPORT

The City of Vaughan is preparing a new Vaughan Transportation Plan. The new Vaughan Transportation Plan study aims to support current and future residents, businesses, and visitors by providing high-quality, attractive, and sustainable travel choices. It will prepare the city for new trends and travel patterns that have emerged since the 2012 Transportation Master Plan and will recommend improvements to create a complete transportation system, such as pedestrian and cycling infrastructure, and ways to accommodate innovative technologies that will improve the travel alternatives available to residents and businesses. The City has retained HDR to complete the study on behalf of the City.

To generate ideas and input to the planning for sustainable transportation, the City held three focused stakeholder workshops with the Development Industry, Major Employers and Businesses with significant workforce and employees, and Goods Movement Businesses, Major Chains and Retailers who move goods and services.

The purpose of these sessions was to hear about experiences and input from these key stakeholders to directly inform the City’s policy direction and guidelines for future transportation infrastructure and programs. The meetings included a short background presentation by HDR Corporation, the City’s consultant followed by facilitated discussion on exchange of ideas, opportunities and hurdles and supports for shaping the Vaughan Transportation Plan.

Due to the ongoing Covid-19 pandemic, all consultations within the City were held virtually via WebEx to protect the health and safety of all concerned.

This report, prepared by Facilitator Sue Cumming, MCIP RPP, Cumming+Company, provides a summary of the input that resulted from these virtual stakeholder consultations.

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1. HOW THE VIRTUAL CONSULTATION WAS ORGANIZED

The three stakeholder workshops were by invitation and were hosted virtually on December 8, 2020, February 9, and February 11, 2021. RSVPs were requested and information on how to join the meeting via WebEx was provided in advance.

WHEN HELD	AUDIENCE AND PURPOSE OF WORKSHOP
DECEMBER 8, 2020 9:30 TO 11:00 A.M.	Development Industry To discuss opportunities and barriers/hurdles to advancing sustainable modes in new and existing development
FEBRUARY 9, 2021 1:30 TO 3:00 P.M.	Major Employers and Businesses To discuss opportunities and barriers/hurdles to encouraging the use of sustainable modes for employers and employees.
FEBRUARY 11, 2021 1:00 P.M. TO 2:30 P.M.	Goods Movement Businesses, Major Chains and Retailers To discuss opportunities and ideas to ensuring goods movement can operate efficiently and sustainably within Vaughan. To identify the barriers or hurdles to get there.

The format for the stakeholder workshops included a presentation by Christopher Tam, Transportation Project Manager, Infrastructure Planning and Corporate Asset Management, City of Vaughan and Yunfei Zhang and Jonathan Chai of HDR Corporation.

Following the discussion, participants took turns sharing ideas and perspectives on transportation trends, issues, and opportunities. The stakeholder consultations were facilitated by Sue Cumming, Cumming+Company.

Other team members who participated included Selma Hubjer, Manager Transportation Planning, City of Vaughan, Michelle Sampson, Economic Development Officer, City of Vaughan, and Angie Ning, HDR Corporation.

37 individuals participated in the three virtual consultation meetings.

Virtual Consultation Meetings Held	Number of Attendees
Development Industry held December 8, 2020	16
Major Employers and Businesses February 9, 2021	12
Goods Movement Businesses, Major Chains and Retailers February 11, 2021	9

The City is committed to ensuring that there is full transparency in reporting on what was heard to ensure that the feedback received is widely known and considered in the development of the Vaughan Transportation Plan. This feedback report has been prepared by the Facilitator. It incorporates an upfront section on the key messages heard together with a synthesis of the discussion with verbatim input from each of the workshops in Appendices 1, 2 and 3. It is important that the key messages be read in conjunction with the detailed workshop feedback contained in these appendices.

The feedback received from the virtual consultations is being considered in the development of policies and identification of alternative solutions. A further round of stakeholder workshops is planned for fall 2021 to canvass input on strategies and recommendations.

2. GENERAL THEMES AND KEY MESSAGES HEARD

The virtual consultations enabled city staff and HDR to provide an overview of the purpose and scope for the Vaughan Transportation Plan and considered options for increasing sustainable modes. Each of the three workshops involved a different discussion with many viewpoints and opinions being heard. Some participants indicated that they had been able to discuss workshop questions with colleagues and employees and were able to offer insights on barriers and opportunities from these additional perspectives during the workshop.

Figure 1 is a high-level synthesis prepared by the Facilitator of the comments noted through the virtual consultation workshops. It is organized by the key messages noted. While this is not a transcript of the meetings, it includes verbatim comments. It is important that this synthesis of key messages heard be read in conjunction with the verbatim comments found in Appendices 1, 2 and 3 of this Feedback report.

Figure 1 General Themes and Key Messages Heard through the Virtual Consultations

Frequently Noted Key Messages
<ol style="list-style-type: none"><li data-bbox="159 785 1458 1115">1. The development industry workshop highlighted important considerations for looking at road design and parking differently and making structural changes to ROW widths and reducing parking regulations if a move away from auto-dependency is to be achieved. Specific ideas were noted for reassessing parking and loading regulations and for narrowing road widths particularly in intensification areas. Would like to see the city reduce ROW widths as a key strategy for achieving sustainable modes throughout the city with more focus on form and function than providing traditional road standards. The totality of site design was noted to be an important consideration along with modified street design focusing more on complete streets. Changes in parking are being recommended to be done conjunction with more action on encouraging multi-modes of transportation.<li data-bbox="159 1136 1458 1472">2. An overarching theme heard at the two workshops, one held with Major Employers and Businesses and the other with Goods Movement Businesses, Major Chains and Retailers, is the role that transportation plays in recruiting staff to business locations in Vaughan. For office locations, the lack of transit access and good quality first and last mile logistics and infrastructure is a hurdle for attracting new employees to Vaughan. For manufacturing and warehousing, transit is not feasible for most employees due to work hours and lack of reliable and timely service and connections. These businesses are also having problems attracting and maintaining employees due to transportation services. When asked if these were minor or major considerations for staffing and recruitment, the response indicates that there are major drawbacks being experienced by existing Vaughan businesses.<li data-bbox="159 1503 1458 1766">3. Transit was identified at all workshops as an important component to the city's long-term strategy to increase sustainable modes of travel. The investment in transit to and within Vaughan is recognized and supported as being significant with the promise of a potential shift in travel patterns. Better connections to transit are needed as a key transportation priority. Businesses noted that there is limited transit service in the SW industrial area (around Highway 27 and Highway 50) and improved service to/from this area could alleviate labour attraction and supply issues by improving connections to neighbouring municipalities (Brampton and NW Toronto).

Frequently Noted Key Messages

4. Transportation to and from workplaces is a big issue. Employees would like to see better first and last mile logistics implemented on a priority basis to make it feasible for employees to access the transit service established. Employers noted that there is less east-west bus service which make it difficult for employees to get to work particularly in the manufacturing and warehousing locations in Vaughan.
5. First and last mile logistics play an important role in how employees make travel choices and there is a need for improvement on connections and infrastructure. There is agreement that there could be more transit riders encouraged provided the existing investment was supported by further initiatives including: local bus connections, more sidewalks, safer drop-off and pick up areas, covered bike parking and amenities and services for commuters.
6. Active transportation was noted to be important at all workshops with different audiences noting the importance of bicycle infrastructure, bicycling parking, connections to transit and more focus on creating walkable connections to transit and destinations. More bicycling and pedestrian facilities are needed, and these will require standards and coordinated integration with street design.
7. Poor walking environment between transit and major employment destinations discourage the use of sustainable modes like transit. There may be opportunities for shuttle services that could be further explored. Parking is still in demand by employees and is being constrained in some areas i.e., VMC. it was noted that parking demand could be reduced if there were reliable, frequent shuttles for employees and clients.
8. There are delivery constraints due to lack of labour available and access to labour markets is a number one issue. Transit is key to labour issues and lack of adequate transit service to areas where manufacturing and goods distribution are occurring is problematic.
9. Consolidating Deliveries is a challenge and at present is not sustainable. There may be some opportunity may exist to optimize deliveries through use of new technology i.e., Electric vehicles and Drones.
10. The volume of daily deliveries to people's homes is not seen as sustainable. Post-pandemic there is the expectation that while customers will go back into shops, there will continue to be a demand for deliveries which will impact transportation across the city.
11. Post-pandemic trends may see more flexibility in work hours and hybrid remote and in office working arrangements for some businesses which could influence travel demand.



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Appendix 1

Feedback from Development Industry Stakeholder Workshop held on December 8, 2020

A stakeholder workshop was held with the Development Industry on December 8, 2020. This Appendix (Appendix 1) includes the feedback received through the workshop discussion.

The city would like to thank the following for their participation.

Abu Masood (Digreen Homes Inc.)
 Eric Del Favero (The Remington Group Inc.)
 Irene Hauzar (LEA Consulting)
 Jennifer Jaruczek (BILD)
 Julian De Meneghi (Lormel Homes)
 Lisa La Civita (Armland Group)
 Marco Filice (Liberty Development Corporation)
 Matthew Kruger (Smart Centres)
 Michael Linton (Crozier Consulting)

Michael Uster (Liberty Development Corporation)
 Paula Bustard (Smart Centres)
 Robyn Rabinowitz (Plazacorp)
 Stephanie Harges (BA Group/ Bentall Green)
 Susan Borst (Liberty Development Corporation)
 Tim Arnott (BA Group/Bentall Green Oak)
 Vanessa Opassinis (IBI Group/ QuadReal Development)

Letters were received from several development company representatives in advance of the stakeholder workshop and are being considered by the VTP Project Team. These are not included in this Feedback report.

The presentation included the following:

- Overview of the purpose of the VTP, goals and vision for the plan: providing choice, moving more people and goods, providing equitable access, and promoting good health.
- Identification of potential impacts from Covid-19 on regional transportation network, recovery and sustainability return-to-office plans, alternative commuter options and investment and incentives needed to recover transit usage.
- Examples and transportation sustainability ideas for how to get there - ideas to start the discussion on how the city can get there (see figure below).

How can we get there?



Better Transit Service
Source: arivaNext



Separated Cycling Facilities
Source: City of Vaughan



Employer TDM Programs
Source: Washington Area Bicyclist Association



EV Charging Stations
Source: www.plugshare.com



Building at a pedestrian scale
Source: City of Vaughan



Micromobility
Source: mybroadband.ca.za

Following the presentation, a roundtable discussion was facilitated. Participants were asked: **What are the opportunities and what are the barriers/hurdles to advancing sustainable modes in new and existing development?**

The following comments are organized by key themes. Each bullet point represents a different individual's comment. While this is not a transcript of the workshop, it includes verbatim comments.

General Theme/Topic	Verbatim Comments Noted
<p>General comments</p>	<ul style="list-style-type: none"> • This meeting is helpful for hearing different perspectives. • We need to ensure that there is flexibility, and this consultation and dialogue can be an important part of this for the developers working in the VMC especially. • There is a lot of opportunity to advance sustainable modes - transit is there, transit is growing, development is growing. To get to a more urban and pedestrian environment, the city will need to assess its standards and how it designs roadways to better align with the objectives of shifting away from auto dependence. • Success will in part depend on acceptance of public and the city will need to be bold if change is to be realized. • The city has to have the courage to make it easy for people to not own multiple cars. • There are many good international examples of how to create an urban environment with less focus on cars that can inspire how the city moves forward to create walkable downtowns. • Other major infrastructure that needs to be put back on the city books are the 2012 VMC Black Creek Study to distribute transportation and Langstaff Road CN Rail Flyover. Everything is bottlenecked in front of Highway 7 with these missing major connections.
<p>City needs to look at road design and parking differently and make structural changes to ROW widths and parking regulations if a move away from auto-dependency is to be achieved.</p>	<p>Overall comments about road design and parking:</p> <ul style="list-style-type: none"> • In 2020, Vaughan is the highest per capita automobile concentrated city in North America. To reduce automobile dependent behaviour, we need to moderate the policies that allow “free for all” parking and large box store parking for free. We also need to reduce the parking requirements at the home ownership level and not provide unlimited parking or high parking ratios. • If we really want a compact environment, then we need to reduce parking and reduce ROWs. This is important for establishing a pedestrian environment. • While there may be less opportunity in already built-up areas, there are opportunities for changing mode behaviour in new development areas and specifically in the urban intensification areas. This is where reduced road widths and structural changes in parking could make a difference. • The totality of site design has to be considered. It is not going to be the same in every setting. For VMC the focus needs to be on the pedestrian, and this may mean changes that impact how loading, deliveries and parking occur with more priority on the pedestrian. • With respect to anxiety related to ROW reduction and parking requirement reduction, a change in mind set would take time to achieve. City should have bold vision to address this.

General Theme/Topic	Verbatim Comments Noted
<p>City needs to look at road design and parking differently and make structural changes to ROW widths and parking regulations if a move away from auto-dependency is to be achieved (continued).</p>	<p>Comments and ideas pertaining to reducing parking:</p> <ul style="list-style-type: none"> • Changes in parking need to be done in conjunction with more action on encouraging multi-modes of transportation. When people have a choice to choose between a bicycle or transit like Viva, Bus, Subway, or the GO Train, they have a choice not to choose their car. Unfortunately, the way we have grown up is that everyone has cars and not many alternate modes. • There is parking demand, and it can be modified through a variety of approaches including how parking is addressed through zoning. • There are good reasons to lower parking requirements. Some municipalities are eliminating parking minimums. It was further noted that there is a difference between no parking and minimum parking. • Would like to see more aggressive parking regulations in intensification areas. Some developments are successfully marketing new homes with no parking. • We need to reduce the structural opportunities for parking by reducing requirements to .5 or .6 in areas where there are key developments like ROPA 43 Central Corridor, Places to Grow Levels 1, 2 and 3 or areas for infrastructure and transportation investment like Highway 7 and Yonge Street. • Parking on a public street is an enforcement issue and is not a reason to not consider reducing requirements. • Parking pricing policy should also be considered. This has an influence on TDM with net impacts of parking pricing affecting uptake on these measures. <p>Comments and ideas pertaining to reducing ROW widths:</p> <ul style="list-style-type: none"> • Would like to see the city reduce ROW widths as a key strategy for achieving sustainable modes throughout the city. • Would like to see more focus on form and function than providing traditional road standards. • ROW should be examined from a functional perspective. There are challenges coming from competition from different authorities and different standards. It is important to have standardized requirements. • There is no need for 22 metre road – cannot be walking across 66-foot row. There are environmental benefits to reducing road widths i.e., reduced storm run-off, etc. • To achieve reduced ROW widths for new communities should consider having pedestrians on one-side but not the other side. • Other considerations including addressing driveways and intersections. • Intersections and ROW should be reviewed and designed in the characterization of the urban context. Intersection radii design should be updated.

General Theme/Topic	Verbatim Comments Noted
<p>The city should consider modified street design with more focus on complete streets.</p>	<ul style="list-style-type: none"> • The city should consider modified street design for curb design and road width. The city needs to embrace full urbanization, but it cannot come by widening roads. • There are some really great examples occurring in the VMC but there are still some massive roads there that do not fit the long-term urban context that is being planned for. What does the city want the VMC to look like – there is significant investment in transit and intensification with high densities, but roads are still quite wide and there is excess parking. • Road deletion should be considered particularly when considering autonomous vehicles. • Consider moving vehicular space to other modes. • The deletion of roads could go towards delivering publicly accessible private roads if these were well defined and the city did not expect the developer to cover the costs for pedestrian and bicycling facilities. • A 15-min neighbourhood concept is good, but we would need to give people choices to achieve this.
<p>Better connections to transit are needed as a key transportation priority.</p>	<ul style="list-style-type: none"> • Would like to see the VTP take a deeper look at connecting transit. It was noted that the subway is in place but connecting to it and how practical those connections are is needing more attention. • If using your own car becomes less advantageous than taking transit, then people will make the shift. We need to stop prioritizing the car in the built environment i.e., have less available parking. • Increased municipal parking (green P) outside of the VMC at key strategic locations combined with ridesharing and shuttles could be effective for moving people to connect to transit and should be considered as part of the overall transportation strategy.
<p>More bicycling and pedestrian facilities are needed, and these will require standards and coordinated integration with street design.</p>	<ul style="list-style-type: none"> • Bicycle infrastructure is important. We have learned important lessons from Covid. Throughout the pandemic, municipalities have seen a greater reliance on bicycle infrastructure and while there are some temporary solutions in place, moving forward, we would like to see Vaughan foster more bicycling. • For Vaughan to encourage use of bike lanes, it will be important to reduce road width and parking standards. • The city should consider having pedestrian facilities on one side of the road which would enable the reduction of the ROW while providing for improved pedestrian environment. • Design standards should be established. The requirements are different in different areas. • Standards should be flexible for residential, visitor, bicycle parking. • If there is additional road width required to provide for alternative modes, this should not be coming from funding from developers. • As we create an environment for more bicycles, we should ensure that bicycle parking allocation makes efficient use of facilities. We do not want to be creating a situation with excess parking or inefficient facilities. Bicycle parking rates and bicycle sharing percentages should be given more consideration going forward. • Scooter system beside 80km/h traffic on Highway 7 is not appropriate. Question the value of developing an e-scooter system unless streets are designed for people to use it.



General Theme/Topic	Verbatim Comments Noted
The VTP should examine different approaches for curbside pick up, loading and deliveries	<ul style="list-style-type: none">• Curbside pick-up space has become increasingly important and should be planned for along streets where there is retail and commercial space.• Drive-throughs need to be accommodated as we have seen the uptake on these during the pandemic.• More flexible approaches may be required for providing for goods movement, deliveries and picking up goods.• The city is following traditional standards on loading, block distance, road hierarchy, street standards. Important to look at best practices elsewhere in the world.• Loading standards and vertical clearance should be examined.

Appendix 2

Feedback from Virtual Stakeholder Workshop with Major Employers & Businesses held on February 9, 2021

A stakeholder workshop was held with major employers and businesses on February 9, 2021. This Appendix (Appendix 2) includes the feedback received through the workshop discussion.

The city would like to thank the following for their participation.

- Angela Vafa (Deloitte)
- Chelsea Hamlyn, Pizza Hut
- Dorinda So (Point A)
- Johnnie Vu (RBC Royal Bank)
- Kamran Siddiqui (RBC Royal Bank)
- Miyoshi Irizawa (PwC)
- Natalie Salerno (KFC Canada)
- Paul Richey (Mulmer Shuttle Services)
- Rahil Haq (Deloitte)
- Rick Falbo (Mircom Group)
- Steuart Mackintosh (PwC)
- Stewart Slaymaker (Point A)

The presentation included the following:

- Overview of the purpose of the VTP, goals and vision for the plan: providing choice, moving more people and goods, providing equitable access, and promoting good health.
- Identification of potential impacts from Covid-19 on regional transportation network, recovery and sustainability return-to-office plans, alternative commuter options and investment and incentives needed to recover transit usage.
- Examples and transportation sustainability ideas for how to get there - ideas to start the discussion on how the city can get there (see figure below).

How can we get there?



Better Transit Service
Source: vivaNext



Separated Cycling Facilities
Source: City of Vaughan



Employer TDM Programs
Source: Washington Area Bicyclist Association



EV Charging Stations
Source: www.plugshare.com



Building at a pedestrian scale
Source: City of Vaughan



Micromobility
Source: mybroadband.ca.za

Following the presentation, a roundtable discussion was facilitated. Participants were asked: **What are the opportunities and what are the barriers/hurdles to encouraging the use of sustainable modes for employers and employees?**

The following comments are organized by key themes. Each bullet point represents a different individual’s comment. While this is not a transcript of the workshop, it includes verbatim comments.

General Theme/Topic	Verbatim Comments Noted
<p>General comments</p>	<ul style="list-style-type: none"> • Would be helpful for the city to communicate service updates to companies so that employees can be better informed of new services, changes and opportunities for transit and active transportation. • Would like more information on locations for EV charging stations.
<p>Difficulty attracting employees to Vaughan with recruits and existing employees preferring more transit-oriented locations.</p>	<ul style="list-style-type: none"> • We are challenged to attract talent to Vaughan. We lose strong candidates through the recruitment process because of lack of transit service. • Trying to find talent, but that talent lives downtown and traveling to Vaughan is a barrier. • We want to encourage people to go to our Vaughan offices, but lack of transit options is a barrier. i.e., for someone who lives on the east end of Brampton. • A lot of people choose to work out of the downtown office locations because there’s better transit service going downtown. • This is a serious issues as qualified individuals are not applying for or interviewing for a position upon learning where the business is located i.e., in an area of Vaughan not well served by transit. • While transit is improving, it is not at the level with frequent service and connections that provides comfort for those who may consider applying for and taking a position at a Vaughan Business. • Food choice (going out to eat) can play a role. It is not just getting to work/home, it is also what happens at work. People like working downtown because amenities like the PATH.
<p>Transportation to and from workplaces is a big issue.</p>	<ul style="list-style-type: none"> • It was noted by several major employers that most employees drive into the office. • The travel choice for commuting is driven by the kind of work employees do. It was noted that employees in many instances do not have options to use alternative transportation because they need to drive to be out in the market. • For Retail Branch Locations, employees do commute from different places using transit. With changes in how services are delivered and a shift to more digital banking, there may be a reduction in the number of employees at retail branches in the future. • Better east-west transit services would support employees and opportunity for reducing auto dependence. East-west corridor transit options are lacking. Most of our staff are up in that area and they would prefer to transit. • There has been good progress in terms of transit service (Subway, BRT) but there is still a lack of infrastructure/bike lanes/transit service to employment areas. • Some people live downtown and take transit northward.

General Theme/Topic	Verbatim Comments Noted
<p>First and last mile logistics play an important role in how employees make travel choices and there is a need for improvement on connections and infrastructure.</p>	<ul style="list-style-type: none"> • Secure bike storage, lockers, showers • Safe Pick up and Drop off Areas. • In the evening/morning, cross walks are not signalized. Paid on-duty crossing guard could help. • Some employees will ride their bike to transit, then take subway to Vaughan. • There is a need for more bike stations that are covered. • A reservation system would be great as right now employees note that they are having to fight for spaces and are not sure if they will get a bicycle parking space until they get there. • Many employees who take the subway, do not know about options for that last mile. Some take Uber. They are not aware of any shuttles or ride-sharing services that they could take. • Would like to see Vaughan explore something like Uber membership – in other cities, there’s memberships (i.e., 25 per month, and your rate goes down) • Is there a way to get a membership/program that allow people to save on costs, like a employer/transit pass package? • Currently using transit requires long walks from Subway to office locations with no sidewalks. From the Vaughan subway to office, it is a 20min walk. There are no sidewalks near Applewood, and no bus service. From Portage Parkway to Pennsylvania there is no sidewalks, so we have clients walking on the street. • Walking 20 min in Vaughan is not the same as walking 20 min in the Toronto.
<p>There are opportunities for shuttle services that could be further explored</p>	<ul style="list-style-type: none"> • We operate shuttle services. We are interested in working with anyone who is interested in establishing a shuttle. One of the fastest growing areas for us is first-mile/last-mile. It is a growing area, and I think this will coming back. • Cleanliness will be a huge issue – comes back to the rebuilding the confidence of the rider. If we can cross that hurdle. • There are off-site parking shuttles. • We operate a number of corporate shuttles – there may be more talk/discussion on other options. This is a big opportunity.
<p>Parking is still in demand by employees and is being constrained in some areas i.e., VMC.</p>	<ul style="list-style-type: none"> • Cost of parking near our location is quite expensive. • Pre-pandemic issues were occurring with staff and lack of parking spaces at VMC. There is lots of development and construction planned and we are grappling with the impacts of the growth on available parking for businesses in the area. • One company noted that they have 300 employees on an normal day with over 50% driving to the office. The availability of parking is becoming more limited. • Parking is also lacking for some businesses. It was noted that there is limited or no adjacent accessible parking at some locations and a bus or shuttle or bus service would be beneficial.
<p>Considerations relating to post-pandemic environment for work and transportation.</p>	<ul style="list-style-type: none"> • When the world gets back to normal. I can envision a world where people will be coming in/out of the office. • I think flexibility will be key to people’s work hours. • Having flexibility trumps a lot of things. Can a shuttle be flexible? The pandemic is still a question mark. We do not know how long it will go for, and what kind of requirements we need to meet.



Stakeholder Virtual Consultations

General Theme/Topic	Verbatim Comments Noted
	<ul style="list-style-type: none">• We have had to change schedules based on customer needs.• Technology will be needed to help manage on-demand pick-up/drop-off.• Flexible work hours are becoming more of a norm.• Some companies are looking at future use of a hybrid kind of work program (couple days at home/couple in the office).• For retail branches, there is not as much flexibility.

Appendix 3

Feedback from Virtual Stakeholder Workshop with Goods Movement Businesses, Major Chains and Retailers held on February 11, 2021

A stakeholder workshop was held with Goods Movement Businesses, Major Chains and Retailers on February 11, 2021. This Appendix (Appendix 3) includes the feedback received through the workshop discussion.

The city would like to thank the following for their participation.

- Allen Cheng (IKEA)
- Arman Mirza (Home Depot)
- Domenic Costa (Give and Go Foods)
- Martin Fazari (Give and Go Foods)
- Serge Carestia (Home Depot)
- Sabrina Iacobelli (Home Depot)
- Martin Graham (Metro Supply Chain)
- Michele (Costco) confirming last name**
- Stefanie Sheils (Costco Wholesale)

The presentation included the following:

- Overview of the purpose of the VTP, goals and vision for the plan: providing choice, moving more people and goods, providing equitable access, and promoting good health.
- Identification of potential impacts from Covid-19 on regional transportation network, recovery and sustainability return-to-office plans, alternative commuter options and investment and incentives needed to recover transit usage.
- Examples and transportation sustainability ideas for how to get there - ideas to start the discussion on how the city can get there (see figure below).

How can we get there?



Curb Lane Management
Source: Wall Street Journal



Micromobility
Source: mybroadband.ca.za



New Technology
Source: World Economic Forum



Charging Infrastructure for Fleet Vehicles
Source: www.plugshare.com



Improve freight supportive land use guidelines

Following the presentation, a roundtable discussion was facilitated. Participants were asked: **What are the opportunities and ideas to ensuring goods movement can operate efficiently and sustainably within Vaughan? What are the barriers or hurdles to get there?**

The following comments are organized by key themes. Each bullet point represents a different individual's comment. While this is not a transcript of the workshop, it includes verbatim comments.

General Theme/Topic	Verbatim Comments Noted
<p>General comments</p>	<ul style="list-style-type: none"> Over the last year, it was noted that there are not too many barriers to moving goods around. There are no major issues with macro-level truck movement but there are localized hotspots. In the longer term, there will be the need for more reliable travel movement on roads. Traffic will get worse in the future in areas such as Huntington/Rutherford and on Highway 27 where the bridge is being redone. On Rutherford, there is a rail line that stops all traffic and there is lots of truck queuing. Failed delivery leads to more mileage and good transportation infrastructure protects against failed delivery. Transit remains a challenge, especially with attracting talent. For conventional transit at least. Micro-mobility could be a viable solution for low-density areas. First/last mile delivery could be applicable in intensification areas, but you may not want delivery trucks in complete streets neighbourhoods.
<p>Food production at facilities in Vaughan is expanding which is driving demand for more deliveries across Canada and the US.</p>	<ul style="list-style-type: none"> Several the participants represent companies which produce goods in Vaughan and have significant distribution operations across Canada, the US and Mexico. It was noted that distribution is expanding, and they will continue to take the lead from customer demand. For some of the food distribution. 80% goes across the border, 20% in Canada. It was noted that these are full truck load deliveries, making multi-stops and over the last 8-12 months, we have not experienced any hurdles or challenges.
<p>There are delivery constraints due to lack of labour available and access to labour markets is a number one issue.</p>	<ul style="list-style-type: none"> There are significant delivery constraints due to lack of labour available. We have been affected by decreased labour supply – we need temporary workers for deliveries. There has been a shortage of labour. Number one issue is labour shortage. #1 issue is access to access to labour market. We always make locations decisions based on availability of labour and transit. #1 challenge is finding a good labour force. Truck drivers have been on short supply. It was noted that the labour market is generally from East Brampton and Toronto. Labour is not coming much from the Vaughan area. Brampton is a great area for labour. The Concord area (Keele and 7) is the most inaccessible area, and most challenging to staff with limited opportunities to take transit.

General Theme/Topic	Verbatim Comments Noted
<p>Transit is key to labour issues and lack of adequate transit service to areas where manufacturing and goods distribution are occurring is problematic</p>	<ul style="list-style-type: none"> • Transit is key to labour issue. We are 24/7 operation. We have a 50% no-show rate to interviews because people cannot get here. • We need connectivity to other transit systems (Brampton) and better mobility across municipalities for our workers, and anyone else who works in the supply chain industry. Workforce is challenged by lack of transit. • We do a lot of deliveries. We have a lot of discussions about this, so this is relevant. We do many deliveries with large flatbeds, box trucks, etc. across Canada. Some of the challenges in Vaughan: transit system is an issue. We are located in north, westside of Vaughan (near highway 7/CP rail, enterprise zone). There is a massive volume of companies coming/going into that area, the truck capacity is incredible. Cars, workers everywhere. We chose that spot because its next to rail. That area has expanded, lots of construction, but transit is not adequate for workers in that area. This is a key issue.
<p>Consolidating Deliveries is a challenge and at present is not sustainable</p>	<ul style="list-style-type: none"> • We spend a lot of effort on optimizing delivery. Density allows us to minimize travel, which helps. It also limits us to the number of carriers – we do not export delivery labour. • Consolidation of deliveries is always a challenge. Right now, it is not sustainable. • We try to reduce our LTL (less than truckload) loads by using the same trucks and maximizing truck loads. • We have a 24/7 operation there has been lot of pivoting to address the pandemic. Stores have been turned into consolidation points (for in-store pick-up) and there are new neighbourhood delivery collection points – designated drop-off area.
<p>There may be some new opportunities to optimize deliveries through use of new technology i.e., Electric vehicles and Drones</p>	<p>Comments and ideas pertaining to electric vehicles:</p> <ul style="list-style-type: none"> • Great to see examples of electric vehicles and e-cargo bikes in the presentation. • Certain deliveries would be better with e-vans. • We would like to move towards electrification. • We started purchasing e-vehicles and have been testing them. Would like to see infrastructure to charge vehicles. <p>Comments and ideas pertaining to Drones:</p> <ul style="list-style-type: none"> • Tech: drones are coming, but it is a little far out and not suitable for all our products (i.e., construction material) • I do not see drones being a game changer.
<p>There may be limited opportunity for crowdsourcing deliveries to customers</p>	<ul style="list-style-type: none"> • Crowdsourced delivery models are a huge opportunity, but many retailers do not want to share a truck with another company. But this is something that is happening right now. • Courier companies are now imposing charges in neighbourhoods to minimize one-off deliveries.
<p>Employee shuttles are challenging due to varying shifts and too many variables</p>	<ul style="list-style-type: none"> • We have looked at employee shuttles with other companies, and with the CoV staff in the past. We have a map of where our associates are coming from. Brampton is a big draw for this kind of work. The problem was that everyone’s shifts were all over the map (between different companies). We could not find the synergies with other companies. • Carpooling/shuttle is challenging because of the pandemic. • We have tried carpooling/shuttle, but it is never worked because of the varying shift work, too many variables. It is not practical for us.

General Theme/Topic	Verbatim Comments Noted
<p>Post-Covid trends to be considered in transportation demand</p>	<ul style="list-style-type: none"> • There has been a significant increase in online orders due to the pandemic. Our daily volumes have increased by a minimum of 2.5 times which puts a lot of trucks on the road making deliveries. • From a retail point of view. Our consolidation points are our retail stores. • Providing same-day, 1-off delivery for goods is not our core business. • There are certain neighbourhoods that restrict delivery times – this can be used as a tool by the city. • If we go back to a normal state, people will still shop in our stores. • If everyone pushes towards deliveries, it will be unsustainable. customers expect same day or next day delivery. I do not think online deliveries will carry on being this high. We have always had deliveries for projects/contractors. We do not suspect it will anywhere as high post-covid. • We can anticipate a permanent shift post-pandemic for food deliveries as customers continue to have groceries delivered. • I agree. People will go back to in-store shopping, but people’s habits will have changed. • Technology has evolved. We all work from home. We have realized that our employees can work remotely. We are leaning towards remote working in the future for our office locations.