

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 28, 2022

Item 10, Report No. 32, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on September 28, 2022.

10. UPDATE ON THE DEVELOPMENT OF A CULTURAL AND PERFORMING ARTS CENTRE IN THE VMC (TRANSMITTAL REPORT)

The Committee of the Whole recommends approval of the recommendation contained in the following report of the Vaughan Metropolitan Centre Sub-Committee, dated September 13, 2022:

Recommendations

The VMC Sub-committee forwards the following recommendations from its meeting of June 21, 2022 (Item 3, Report No. 1), for consideration:

- 1) That the recommendations contained in the report of the City Manager dated June 21, 2022, were received and forwarded to Council for consideration; and
- 2) That the presentation by Michelle Walter, AMS Planning and Research and C3, presentation material titled "City of Vaughan Cultural Arts Centre" were received.

Recommendations of the City Manager, dated June 21, 2022:

1. THAT Council endorse the pursuit of a "hub-and-spoke" model for developing a cultural arts district in the VMC as presented to the VMC Sub-Committee by AMS, the lead consultant.
2. THAT Council endorse the launch of a VMC Arts & Creative Industries Advisory Group in the next term of Council to coordinate the development of hub-and-spoke arts activations in the VMC.

Committee of the Whole (1) Report

DATE: Tuesday, September 13, 2022

WARD: 4

TITLE: UPDATE ON THE DEVELOPMENT OF A CULTURAL AND PERFORMING ARTS CENTRE IN THE VMC (TRANSMITTAL REPORT)

FROM:

Vaughan Metropolitan Centre Sub-Committee

ACTION: DECISION

Purpose

To forward, for Council approval, recommendations from the VMC Sub-committee with respect to the subject matter.

Report Highlights

- This is a transmittal report from the City Clerk on behalf of the VMC Sub-committee, forwarding recommendations for Council approval.

Recommendations

The VMC Sub-committee forwards the following recommendations from its meeting of June 21, 2022 (Item 3, Report No. 1), for consideration:

- 1) That the recommendations contained in the report of the City Manager dated June 21, 2022, were received and forwarded to Council for consideration; and
- 2) That the presentation by Michelle Walter, AMS Planning and Research and C3, presentation material titled "*City of Vaughan Cultural Arts Centre*" were received.

Recommendations of the City Manager, dated June 21, 2022:

1. THAT Council endorse the pursuit of a "hub-and-spoke" model for developing a cultural arts district in the VMC as presented to the VMC Sub-Committee by AMS, the lead consultant.

2. THAT Council endorse the launch of a VMC Arts & Creative Industries Advisory Group in the next term of Council to coordinate the development of hub-and-spoke arts activations in the VMC.

Background

At its meeting of June 21, 2022, the VMC Sub-committee considered recommendations on the subject matter in the report of the City Manager – Item 3, Report No. 1 [Attachment 1].

Previous Reports/Authority

Previous reports relating to the development of a Cultural and Performing Arts Centre in the VMC can be found at the following links:

[VMC Culture and Public Art Framework, November 2015](#)

[Feasibility Study for a Cultural Arts Centre in the Vaughan Metropolitan Centre, VMC Sub-Committee Report, December 4, 2019](#)

Analysis and Options

Recommendations from the VMC Sub-committee are forwarded for consideration by Committee of the Whole.

Financial Impact

The first phase of Feasibility Study advised that the City carefully considers and plans the management of a long-term operating subsidy, including appropriate governance and funding models. This is a principle that will guide the Phase II work on this project. The final Phase II report will provide recommendations regarding a governance model, business operating model, an operating budget and capital budget forecast for the first five years and potential funding opportunities.

Broader Regional Impacts/Considerations

The potential development of a cultural hub may have implications for York Region's Centres and Corridors and future Economic Development Action Plans. Copies of this report and subsequent work plans will be communicated to York Region Planning and Economic Strategy, the Vaughan Chamber of Commerce, York Region Arts Council, VMC stakeholders and landowners.

Conclusion

This report is submitted on behalf of the VMC Sub-committee for consideration by Committee of the Whole.

For more information, please contact Todd Coles, City Clerk, Extension 8281.

Attachment

1. Update on the development of a Cultural and Performing Arts Centre in the VMC (VMC Sub-Committee Report No. 1, Item 3).

Prepared by

John Britto, Council/Committee Administrator, ext. 8637.



VMC Sub-committee Report

DATE: Tuesday, June 21, 2022

WARD: 4

TITLE: UPDATE ON THE DEVELOPMENT OF A CULTURAL AND PERFORMING ARTS CENTRE IN THE VMC

FROM:

Nick Spensieri, City Manager

ACTION: DECISION

Purpose

This report highlights progress on Phase II of the development of a Cultural and Performing Arts Centre study in the VMC and on work to build capacity for arts and culture in Vaughan's downtown. This report presents the draft approach recommended by consultants that a "hub-and-spoke" model for developing a cultural arts district in the VMC be pursued, and that the City launch a coordinated communications and economic development effort to welcome visitors and cultural organizations to the VMC to experience Vaughan's arts and cultural scene.

Report Highlights

- Cultural hubs are amenities that create community and provide social and economic benefits, including: city building and placemaking; investment attraction; job creation; tourism attraction; academic and social innovations; and civic pride.
- The Phase I - Feasibility Study concluded that market demand and community need is evident to support a cultural hub in Vaughan's downtown given the critical mass of high-order transit and highway infrastructure, open spaces, and ongoing population, business and employment growth in the VMC.

Report Highlights (continued)

- The City has commissioned AMS Planning and Research and Hariri Pontarini Architects (consultants) to conduct Phase II of the project, focused on site(s) selection, a partnership model and the development of an implementation strategy that builds on the findings of Phase I and includes a facilitated consultation process with VMC landowners and key stakeholders to make recommendations that inform the ongoing VMC Secondary Plan Update, which is expected to be advanced through 2023.
- The proposed Phase II implementation strategy includes the creation of multiple, distinct but connected spaces for arts and culture through a hub-and-spoke model that will enable broader opportunities for activation and participation that will help develop the VMC as Vaughan's premier cultural destination.
- The result of the Phase II recommendations will provide direction on a scaled approach to implementing priorities, policy framework, strategies, structures, timelines, and funding/operational requirements essential to enhancing Vaughan's cultural sector, with benchmarks to measure success.
- Staff are proposing the launch of a VMC Arts & Creative Advisory Group, that would launch in the new term of Council, to lead coordinated efforts to create, support and build on cultural arts activity in the VMC.
- As a more immediate next step to support art and culture in the VMC, Economic Development staff will launch Experience!VMC to identify and promote existing cultural and art activations in the VMC to be experienced by residents and visitors to the area.

Recommendations

1. THAT Council endorse the pursuit of a "hub-and-spoke" model for developing a cultural arts district in the VMC as presented to the VMC Sub-Committee by AMS, the lead consultant.
2. THAT Council endorse the launch of a VMC Arts & Creative Industries Advisory Group in the next term of Council to coordinate the development of hub-and-spoke arts activations in the VMC.

Background

A number of foundational plans and strategies have pointed to the need for and importance of developing the VMC as an arts and creative industries hub. These include:

- The [York Region Official Plan \(2009\)](#) identified the VMC as one of four Regional Centres, which are intended to "contain a wide range of uses and activities and be the primary focal points for intensive development that concentrates

residential, employment, live work, mobility, investment, and cultural and government functions.” The Region’s Official Plan calls for the preparation and implementation of secondary plans for Regional Centres that include public art policies.

- [Green Directions Vaughan \(2009\)](#), the City’s Community Sustainability and Environmental Master Plan outlines a series of goals and supportive actions with implications for the future of the VMC, including enhancing social cohesion by creating more common indoor and outdoor public spaces, public art, parks and open space, and central hubs for arts, culture, and recreation.
- The [Vaughan Official Plan \(2010\)](#) recognizes the VMC as a cultural and creative hub for the City by requiring the implementation of the Vaughan Metropolitan Centre Culture and Public Art Framework (OPA #24.)
- [Vaughan Economic Development Strategy: Building a Gateway to Tomorrow’s Economy \(2010\)](#) includes the following proposed actions: Position Vaughan as the gateway of economic activity to the Greater Toronto Area; develop Vaughan as the incubator of entrepreneurial and economic activity for the economic region; provide best-in-class economic development services and grow Vaughan’s dynamic quality of place and creative economy.
- The [VMC Secondary Plan \(2012/2017\)](#) establishes a vision and mandate for cultural activation in the VMC. Section 7.4 Cultural Facilities and Public Art includes policies that support the development of one or more major cultural facilities in the VMC through the undertaking of a Cultural Arts Centre Feasibility Study Plan for the VMC.
- The [VMC Culture & Public Art Framework \(2015\)](#) gives strategic directions to design and build great public and private spaces that host events and programs that enliven the downtown with activity year-round and recommend investing in major cultural facility(ies) as anchors for creative and cultural developments in the VMC. Some objectives and recommendations include:
 - OBJECTIVE 1: Enable Art and Cultural Investments with Supportive Municipal Policy Structures
 - OBJECTIVE 2: Establish Rich Cultural Resources
 - OBJECTIVE 3: Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth
 - OBJECTIVE 5: Animate the Urban Environment with a Variety of Cultural Programs and Activities
 - OBJECTIVE 7: Implement a Recognizable Cultural Identity for the VMC that Communicates an Innovative, Transformative and Authentic Experience
 - RECOMMENDATION 2: Invest in major cultural facility(ies) as anchors for creative and cultural developments in the VMC.
 - RECOMMENDATION 3: Integrate cultural resources and assets into new investment and development (both public and private) within the VMC.

- RECOMMENDATION 7: Identify existing strengths and gaps in Vaughan's current cultural resources.

In 2018, the City of Vaughan commissioned Hariri Pontarini Architects, AMS Planning and Research, and FDA to conduct a Phase I Feasibility Study for a Cultural Arts Centre in the Vaughan Metropolitan Centre (VMC).

The study assessed market demand and community need supported by extensive engagement, best-practices, development concepts, management and operating models, and financial analysis.

The Study has its roots in the objectives established under the VMC Secondary Plan. To reinforce the VMC and the City's identity, the Secondary Plan anticipates one or more major civic facilities, including a landmark cultural facility.

As per Section 7.4.2 of the Secondary Plan, cultural facilities to be considered shall include, but are not limited to: a performing arts centre; a visual art centre/museum; an outdoor amphitheater; sculpture garden and/or a fine arts school. A specific cultural facility site was not pre-determined in the VMC Secondary Plan.

The Phase I study was completed in November 2019 and concluded that market demand and community need is evident to support a cultural hub in Vaughan's downtown, given the critical mass of high-order transit and highway infrastructure, open spaces, and ongoing population, business and employment growth in the VMC. Since then, Staff have advanced the project adopting the decision-making framework proposed by AMS Planning and Research and started Phase II of the project, Site Selection and Development, which will build on the findings of the Phase I final report and deliver on Council's direction that Staff advance implementation and business planning for a Performing and Cultural Arts Centre in the VMC as a key priority for the downtown.

From Phase I, the VMC Performing and Cultural Arts Centre Goals are to:

1. **Vision:** Gather people to a creative hub location in the VMC
2. **Programming:** Offer a mix of high-quality local and more distant content
3. **Partnerships and users:** Select local partners and market-rate users
4. **Design:** Appeal to many users with a quality, flexible space/set of spaces
5. **Capital funding:** Secure funding through public-private collaboration
 - a. **Operating finances:** Engage public and private subsidy, with earned revenue offsetting program costs
6. **Governance:** Not-for-profit (existing or new entity)

In 2021, the City commissioned AMS Planning and Research and Hariri Pontarini Architects to complete the Phase II work.

Phase II is focused on a review and update of the operational models developed through the Phase I work, reflecting on lessons learned from the COVID-19 pandemic, along with a facilitated consultation process with VMC landowners and key stakeholders that results in the recommendation of a site or site model, and partnership model.

The findings and recommendations of Phase II - Site Selection and Development will assist the City in addressing the following relevant issues:

- mandate of the cultural arts centre
- governance model
- business operating model
- operating budget and capital budget forecast for the first five years
- size of facility(ies), number of seats, land requirement and building size
- site selection
- economic and community impact
- partnership and funding opportunities

The result of the Phase II recommendations will provide direction on a scaled approach to implementing priorities, policy framework, strategies, structures, timeline, and funding/operational requirements essential to enhancing Vaughan's cultural sector, with benchmarks to measure success.

The Phase II work will be completed in 3 stages. Currently, the consultants have completed Stage I of the project and will move on to Stage II according to the direction provided by Council regarding the adoption of a “hub and spokes” approach.

As part of the Stage I work, the consultants have completed the following tasks:

1. Background review
 - a. Review of recommendations from Phase I study and synthesize new data
2. Convene working group with project leads from the City of Vaughan
3. Stakeholder Facilitation I
 - a. Identify stakeholders and conduct interviews with key informants, including TVC board members, major landowners and developers, cultural programming providers and City staff
4. Comparable venue learnings
 - a. Select and analyze comparable exemplars to derive learnings for a cultural arts district in Vaughan

The final Phase II report, which will address the mandate and governance of the cultural arts district, business operating models and operating budgets, site selection, economic and community impact, and partnership opportunities, will be presented to VMC Sub-Committee in early 2023.

Since the conclusion of Phase I of the Feasibility Study, the City has launched several initiatives to support and catalyze art and culture in the VMC.

Recent cultural programming drawing visitors to experience culture in the VMC has included several City-driven events such as the annual Culture Days activations, as well as Music in the Square and Concerts in the Park events in Transit Square. The City has also supported cultural programming coordinated by third-party partners, such as Rogers Hometown Hockey, Holiday Fair in the Square and Night of Lights.

The VMC has also been the destination for recent permanent and temporary public art installations, including the PXL Gallery and ArtWalk by SmartCentres and Metropolis in Motion and Futura by QuadReal and Menkes. The City is also supporting the establishment of planned future permanent and temporary public art installations at Expo City, near the David Braley Vaughan Metropolitan Centre of Community and at Assembly Park.

Project Context

Cultural Centre development is grounded in projections of economic growth and community vitality

A Cultural Arts Centre in the VMC can stimulate more than \$100 million in economic activity related to one-time construction, and on an annual basis has the potential to inject over \$2.5 million directly into the local and regional economy. Indirect and induced impacts, such as spending in the supply chain, hospitality sector and retail trades represents additional benefits for businesses, jobs and households in the VMC, Citywide, and in the Greater Toronto Area.

The development of a cultural hub in Vaughan supports the community Vision, Key Priorities and Themes outlined in the Term of Council Service Excellence Strategic Plan, creating a cultural legacy for Vaughan, and serving as a driver for economic growth, city-building and creating an active, safe and diverse community.

The City of Vaughan is building a downtown – an intense, dynamic community that will continue to grow as the heart of the City, economically, socially, physically and culturally.

Successful contemporary city centres share basic traits:

- They have a critical mass of buildings and people in the city;
- They contain a range of uses and activities, providing diverse opportunities for living and working;
- They are centres of learning, shopping, recreation, and culture;
- They are accessible by all modes of urban transportation, including public transit, bicycle, and on-foot; and
- Their public realms are rich and generous; built to a high standard, and comprised of a variety of spaces and institutions, including places for civic gatherings and celebrations.

In this context, the development of the VMC as a creative and cultural hub is reflected in policies, master plans, strategic and business plans, including: the VMC Secondary Plan; VMC Culture and Public Art Framework; the Economic Development and Employment Sectors Study, and at the macro level, the Term of Council Service Excellence Strategic Plan 2018-2022.

Arts and cultural institutions contribute to an enriched and diverse community; and serve as a driver of economic growth attracting talent, business investment and social capital to the City's downtown and the broader region. At once, a magnet for creativity, social and cultural innovations, these institutions also need to be supported with the appropriate level of leadership, vision and sustained investment from the private and public sector. They need to be authentic to the community. Their mission, values and programming must resonate with residents, businesses and visitors, where an 'one-size fits all' philosophy cannot apply.

In the development context of the VMC, burgeoning residential, retail commercial and office projects, urban parks and open spaces, an emerging recreation, hospitality and entertainment sector, anchored by a public transit network that spans the Greater Toronto Area (GTA), will see the downtown evolve over a period of decades, with progressively richer and deeper amenities. The governance and operating model for today's arts and cultural hub may evolve, with its capacity morphing to accommodate the needs of users and audiences as the VMC matures, becoming a regional destination.

Vaughan is a lively and growing marketplace.

The Phase I study concluded that Vaughan is a marketplace primed for growth and experimentation due to the following factors:

- Growing, active families
- Multi-cultural with no single, dominant group

- Rapid in-migration from other metros and countries suggests programming diversity will be essential
- Education and affluence tend to correlate with arts participation
- Higher incomes suggest capacity to purchase upscale tickets and packages
- Sensitivity to brand and aesthetics presents opportunities for membership programs and private donor engagement

A strong planning context and framework exists to support the development of a Cultural Arts Centre in the Vaughan Metropolitan Centre.

The vision for a rich culture base in the VMC is well articulated in planning, policy and placemaking documents, recognizing that civic and cultural facilities, and other destinations, will attract people from across the city and region and generate economic impacts for businesses in the VMC, Citywide and across the Greater Toronto Area.

The VMC Secondary Plan recognizes that “successful downtowns have a strong identity, sense of place and civic attractions. To these ends, it is an objective of this plan to establish civic uses and spaces in the VMC that serve residents from across the city and to realize a high quality of development and public realm initiatives. To reinforce the VMC’s and the city’s identity, the plan anticipates one or more major civic facilities, including a landmark cultural facility”.

The Plan further notes that cultural facilities may be developed as a catalyst for broader development and to establish an identity and civic role for the VMC.

The VMC Culture and Public Art Framework builds on the Secondary Plan policy structure, envisioning the VMC as a top destination for cultural entertainment in the GTA where state-of-the-art facilities and spaces provide a vast range of experiences for all users.

Partnership is key to the successful development of a cultural arts hub. Collaboration may engage universities, City agencies, private developers, and area not-for-profits, each with unique skills and capacity to drive the development process.

The Phase II work is focused on consulting and engaging with the primary landowners in the VMC, along with cultural arts stakeholders, operators, and users to identify potential sites, uses, operational and governance models to develop the cultural arts hub. Engaging a strong network of partners is key to establishing a variety of complimentary community and civic spaces to foster, incubate and host creative and cultural activities.

Previous Reports/Authority

[VMC Culture and Public Art Framework, November 2015](#)
[Feasibility Study for a Cultural Arts Centre in the Vaughan Metropolitan Centre, VMC Sub-Committee Report, December 4, 2019](#)

Analysis and Options

Analysis of the economic and social conditions surrounding the development of a cultural arts centre in the VMC has revealed that the most appropriate model is a “hub and spokes” model. Under a hub and spokes model, multiple distinct, but connected spaces for arts and culture would be established in the VMC, enabling broader opportunities for activation and participation.

The Phase I recommendation made to the VMC Sub-Committee in December 2019, included a 400-seat, flexible event and presentation venue, freestanding or in the podium of a building in the VMC, and to activate it with a broad array of creative offerings. This approach responded to the rapid growth and cultural diversity of Vaughan. Phase I noted that a third-party operator of the venue itself was a desirable outcome but did not comment on what further responsibilities that operator would hold regarding Vaughan’s cultural ecosystem – that is, the constellation of artists, producers, creative businesses, and other entities which collectively generate a rich cultural life for local communities and visitors.

There have been notable changes to the economic and social environment since Phase I. The pandemic has caused dramatic changes in consumer appetites and the availability of goods and services and has impacted financial markets in ways that are only now becoming clear. At the same time, Vaughan’s remarkable growth trajectory has not been interrupted: the continuous development of residential and non-residential space, particularly in the VMC, continues to draw enthusiastic interest from an affluent, culturally diverse population.

Given these new realities, the appropriate model for a cultural arts centre is hub and spokes, rather than the previously imagined ‘centre of culture’. This will enable a fuller and more intentional evolution of Vaughan’s cultural ecosystem, wherein Vaughan’s assets are inventoried, leadership is rallied, and these elements form the basis, rather than the outcome, of capital investment in a cultural facility(ies). Further, development of a hub and spokes in the VMC should be driven by a collaborative approach between the public and private sectors.

Through the Phase II work, the consultants has been studying six initiatives, four in Canada and two in the US. Each exemplar illuminates a facet of Vaughan's opportunity to create ambitious, authentic, and transformative partnerships that drive positive outcomes. While each exemplar provides insight into Vaughan's cultural development opportunities, two suggest an achievable, ambitious path forward. Granville Island in Vancouver, BC and the Quartier des Spectacles in Montreal, QC both exemplify a uniquely support-driven strategy for 'hub and spoke' design and implementation. They reflect common themes that have surfaced in stakeholder discussions with the City of Vaughan:

- A collaborative relationship between the public and private sectors;
- Commitment to enriching the cultural ecosystem by *first* leveraging existing assets and subsequently investing in built assets – a “spokes first” approach;
- Empowered leadership must hold a ‘seat at the table’ for culture.

The attachments to this report include a more detailed explanation of the exemplars and their relevance as described above.

A cultural arts district in the VMC will include existing assets such as:

- a. The City's community space in the David Braley Centre of Community;
- b. The Vaughan Public Libraries VMC Library;
- c. The YMCA;
- d. Permanent Public Art installations;
- e. Private initiatives and temporary activations like ArtWalk and Assembly Park;
- f. City-led Concerts in the Park events;
- g. CSO activations and other not-for-profit events like the Vaughan Film Festival
- h. Parks and trails within the VMC
- i. Shopping options in the VMC – as identified through MyMainStreet

In future phases, the City may leverage the VMC Cultural Reserve, funded by current Section 37 agreements and future Community Benefits Charges, to contribute with the funding of future activations and partnerships.

Situated closely to one another, within the VMC, these cultural institutions would operate as a collective network, creating critical mass and generating greater economic benefit and opportunities for access than one institution operated independently. This concept would also allow a future cultural hub in the VMC to be flexible and adaptive to the changing needs of Vaughan's growing community, particularly as the VMC evolves and matures through future development.

As planning and development of a future arts and cultural district continues, Economic Development will establish a VMC Arts and Creative Industries Advisory Group to support the development of arts and cultural amenities that will eventually serve as hubs and spokes.

Staff will work to establish an VMC Arts and Creative Industries Advisory Group, reporting to Council through Economic Development. The advisory group will be comprised of VMC cultural stakeholders including landowners and developers, residents, tourism professionals, and local retail/service providers.

The purpose of the advisory group will be to create a critical mass of arts and cultural amenities that will serve as hubs and spokes for a future district. Through identifying event, asset and activation opportunities, the advisory group will lead coordinated efforts to create, support and build on cultural arts activity in the VMC.

Recruitment for the VMC Arts and Creative Industries Advisory Group will take place through a Clerks process and will launch in the next term of Council.

As a more immediate next step to build on efforts to support art and culture in the VMC, Economic Development staff will launch Experience!VMC to welcome visitors and cultural organizations to the VMC to experience Vaughan's arts and cultural scene. Economic Development will identify and promote distinct but connected spaces and activations in the VMC to be leveraged by cultural arts communities and organizations, and to be experienced by visitors to the area.

The City will work with multiple landowners, operators, and stakeholders to share the various options for residents and visitors while in the VMC through:

1. Identifying and promoting existing cultural and art activations and assets in the VMC to:
 - a. Raise awareness of the VMC as a vibrant community
 - b. Encourage residents and visitors to experience existing events and activations
 - c. Develop a critical mass of stakeholders in the VMC's culture

Experience!VMC will leverage this year's Summer Vaughan Local campaign which will promote community events happen across Vaughan this summer. Through Summer Vaughan Local, *Experience!VMC* will catalogue and promote cultural programming and events taking place in the VMC throughout the summer to attract residents and visitors to participate. *Experience!VMC* will also leverage the visitvaughan.ca website to share ways that visitors can engage with cultural events, activations and amenities in the VMC.

Experience!VMC will be managed by staff in the Office of the Chief Communications and Economic Development. Economic Development, through the Tourism Vaughan Corporation (TVC) and its expertise in sector-cluster development, will manage industry and community stakeholders to generate economic and visitor impact. Communications, through its Economic Development unit, will leverage TVC and City Channels to communicate *Experience!VMC*.

Close coordination with the VMC Secondary Plan update will inform policies that support the development of a Cultural Arts Centre in the Vaughan Metropolitan Centre.

The VMC Secondary Plan (VMCSP) update has developed two land use options which include arts and culture as a key components to achieving a vibrant downtown and complete community. Option 1 utilizes a concentrated, linear approach to incorporate retail, as well as community and civic facilities along Millway Avenue, and include both freestanding and integrated facilities. Option 2 utilizes a dispersed, nodal approach to incorporate retail and a “hubs-and-spokes” approach to the placement of freestanding and integrated community and civic facilities with the intention of providing cultural and community destinations throughout each quadrant of the VMC. This approach aligns with the direction of Phase II of the Cultural Arts Centre Study. following council endorsement, this approach will be refined through development of the VMCSP update preferred concept.

Financial Impact

The first phase of Feasibility Study advised that the City carefully considers and plans the management of a long-term operating subsidy, including appropriate governance and funding models. This is a principle that will guide the Phase II work on this project. The final Phase II report will provide recommendations regarding a governance model, business operating model, a operating budget and capital budget forecast for the first five years and potential funding opportunities.

Broader Regional Impacts/Considerations

The potential development of a cultural hub may have implications for York Region’s Centres and Corridors and future Economic Development Action Plans. Copies of this report and subsequent work plans will be communicated to York Region Planning and Economic Strategy, the Vaughan Chamber of Commerce, York Region Arts Council, VMC stakeholders and landowners.

Conclusion

Council's endorsement of a "hub-and-spokes" model for developing a cultural arts district in the VMC and the launch of a VMC Arts & Creative Industries Advisory Group will help drive the development of a hub-and-spoke arts district in the VMC. Following Council endorsement, the consultant will develop policy recommendations to inform and support the ongoing VMC Secondary Plan Update to ensure that this vision is captured.

For more information, please contact: Raphael Costa, Director, Economic Development, Ext. 8891.

Attachments

1. Creating Public Value: Exemplar Learnings – City of Vaughan Cultural Arts Centre, AMS Planning & Research, May 31, 2022.
2. Memo: Phase 1 Emerging Recommendations, AMS Planning & Research, May 31, 2022.

Prepared by

Julie Flesch, Senior Advisor, Strategic Economic Initiatives, ext. 8893.

Gaston Soucy, Project Manager - Planning VMC, ext. 8266.

Amy Roots, Senior Manager of Development Planning (VMC), ext. 8035.

Raphael Costa, Director, Economic Development, ext. 8891.

Michael Genova, Chief, Communications and Economic Development, ext. 8027.

Approved by

A handwritten signature in black ink, appearing to read 'Nick Spensieri', with a long horizontal line extending to the right.

Nick Spensieri, City Manager

Creating Public Value: Exemplar Learnings

City of Vaughan Cultural Arts Centre

May 31, 2022



HARIRI PONTARINI
ARCHITECTS

AMS
PLANNING
& RESEARCH



Agenda

- Context
- Research framework
- Exemplars
- Observations
- Next steps

Goals

- Demonstrate continuity of key themes from Phase I of the cultural arts centre study
- Seek Council endorsement of proposed next steps
 - *“Hub and spoke” model*
 - *Approach to VMC activations in summer 2022 forward*



The Context

What we know...

Despite pandemic impacts, Vaughan's development continues to set the standard

VAUGHAN NEWS

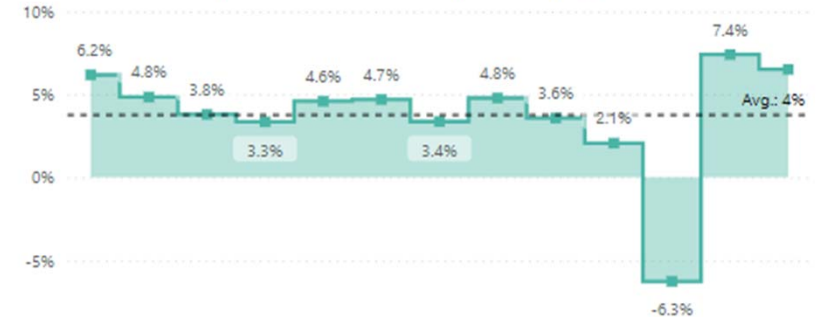
A new state-of-the-art library and recreation space is opening in Vaughan's downtown core

Explore the David Braley Vaughan Metropolitan Centre of Community on April 25

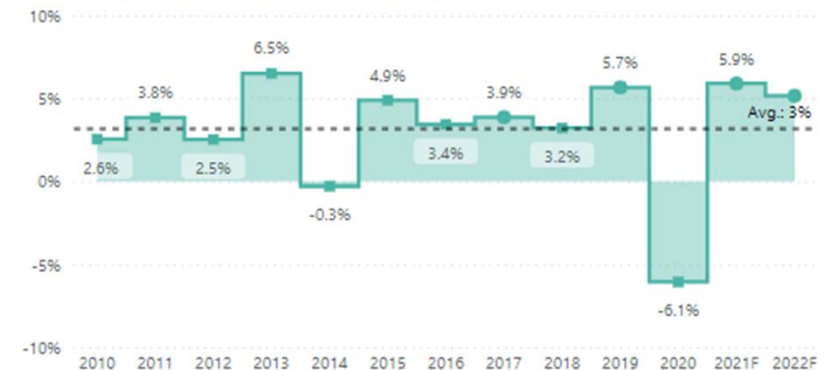
Vaughan's emerging downtown core – the Vaughan Metropolitan Centre (VMC) – is home to Vaughan's first university, first subway station and, now, a new state-of-the-art recreation facility and library. On Monday, April 25, the City of Vaughan, Vaughan Public Libraries (VPL) and the YMCA will open the doors to the new David Braley Vaughan Metropolitan Centre of Community – and you're invited to check it out!



Real GDP Growth (chained in 2007 CAD) in 2020, by Year



Total Employment Growth in 2020, by Year



Steady population growth parallels capital development

Robust residential development is complemented by the creation of the hospital and commercial space

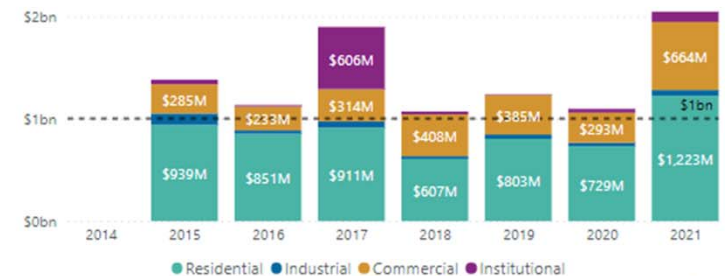
Annual Population Estimate (2019), by Year and Year-Over-Year Growth



Vaughan has welcomed
~36,000 residents since 2010.

Nearly \$10 billion in construction
investments since 2015, over
\$30,000 per resident.

Total Value of Building Permits Issued in Vaughan, by Year and Sector



A sizeable immigrant population

How do new communities seek out culture?

Total Population in 2015 Immigrant Pop. in 2015

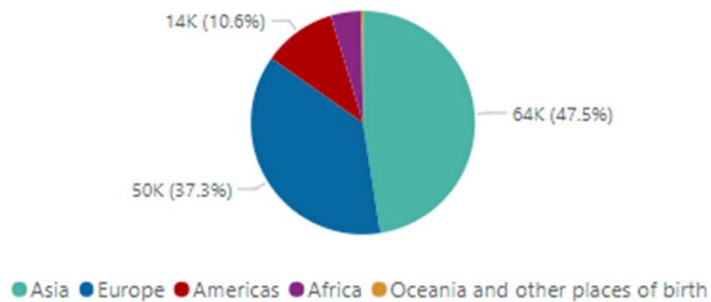
306.3K

Vaughan

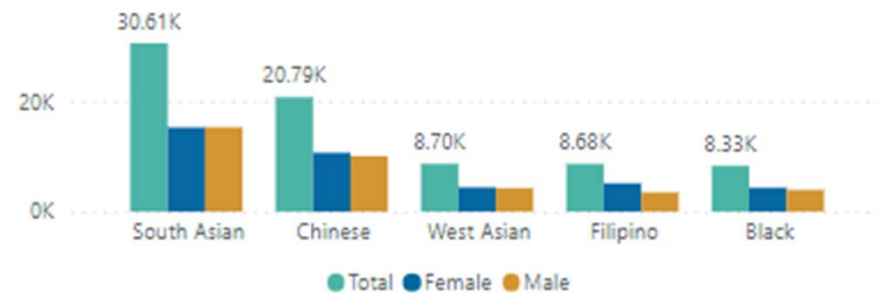
140.7K

Vaughan

Immigrant Population in 2015, by Selected Places of Birth



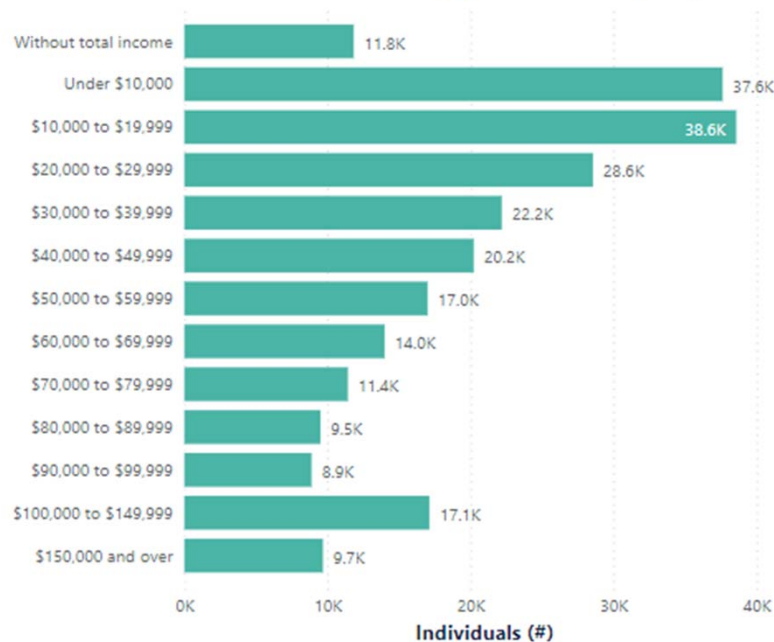
Population Distribution in 2015, by Top 5 Visible Minorities



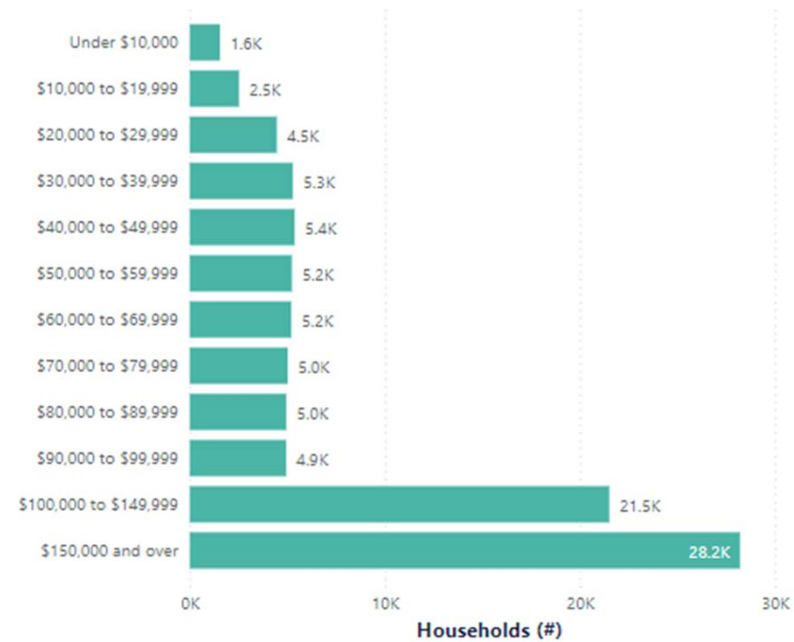
High household incomes suggest a growing, affluent population

A subset of high earning households may be key to robust arts and cultural participation

Individual Income Distribution in 2015, by Income Level (CAD)



Household Income Distribution in 2015, by Income Level (CAD)



Planning initiatives consistently seek to engage art and culture

An asset-based approach has prioritized capital investment, with presumed positive outcomes in public engagement, community cohesion, and economic results

2009

York Region Official Plan

Concentrate “residential, employment, live work, mobility, investment, and cultural and government functions;” Explicit calls for public art policies.

Green Directions Vaughan

enhance social cohesion through common spaces, including public art and central hubs for arts, culture, and recreation.

2012 (reiterated in 2017)

VMC Secondary Plan

Vision and mandate for culture in VMC, with focus on facilities (including a Cultural Arts Centre) and public art.

2018-2019

Phase I – Feasibility Study for Performing and Cultural Arts Centre in the VMC

Recommendations included 4 approaches to development and further policy development.

Next/Ongoing

*Economic and Cultural Development Strategic Business Plan 2020-2023
Vaughan Official Plan Update
VMC Secondary Plan Update*

2010

Vaughan Official Plan

Recognize VMC as cultural and creative hub for the City, requiring implementation of **VMC Culture & Public Art Framework**.

Vaughan Economic Development Strategy: Building a Gateway to Tomorrow's Economy

Strategies include investment in creative economy, incubate entrepreneurial and economic activity.

2015

VMC Culture & Public Art Framework

Give direction to create public and private spaces for cultural activation in the VMC, and invest in cultural facilities as ‘anchors’ for creative and cultural development.

2022—

Phase II – Feasibility Study for Performing and Cultural Arts Centre in the VMC

Underway. Emerging recommendations include a ‘hub and spoke’ model with priority on policy development and formalized, long-term private sector partnership.

Land ownership in the VMC

A busy site, the VMC will be in active development for years to come, with rapid growth in residential and daytime population



Plan of built, under construction, approved and/or under review development applications in the Vaughan Metropolitan Centre.

The information contained herein is provided for illustration purposes only and may not be an exact representation of the ultimate design.

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Page 10

There is a lot happening

At every scale and across the field, change is happening fast

The pandemic has upended expectations globally and across industries

Demographic change is reshaping everything

Reconciliation and social justice are at the forefront and will be enduring priorities

Government introduces Canada Emergency Response Benefit to help workers and businesses

From: [Department of Finance Canada](#)

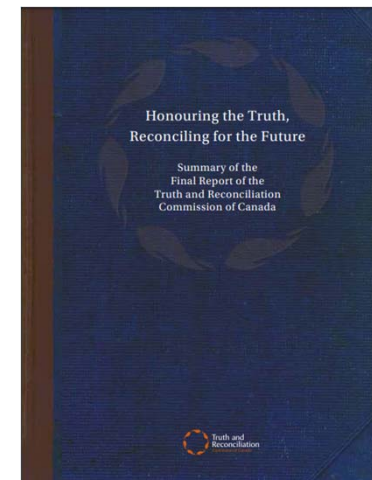
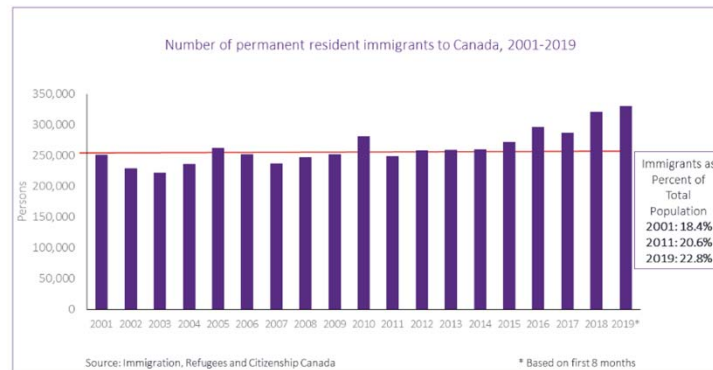
News release

March 25, 2020 - Ottawa, Ontario - Department of Finance Canada

The Government of Canada continues to take action to help Canadians and businesses facing hardship as a result of the COVID-19 outbreak. Learn more about the latest measures at [Canada's COVID-19 Economic Response Plan](#).

The Government of Canada is taking strong, immediate and effective action to protect Canadians and the economy from the impacts of the global COVID-19 pandemic. No Canadian should have to choose between protecting their health, putting food on the table, paying for their medication or caring for a family member.

To support workers and help businesses keep their employees, the government has proposed legislation to establish the



What has changed?

Even with continuity of *intent*, the external circumstances are very different than in 2019

| How we use <i>space</i> ... | How we <i>lead</i> ... | How we <i>consume</i> ... |
|---|--|--|
| <i>Public assembly constrains reduced attendance by over 50%, even accounting for conversion to digital delivery.</i> | <i>Professional leadership within the CoV has refined the focus on culture as a tool <u>and</u> a set of outcomes.</i> | <i>Consumer spending shifted during shutdowns. Retail, entertainment, travel, and hospitality sectors have only nascent understanding of the path forward.</i> |
| Vaughan Studios and Event Space opening was delayed to April 2022. | Private sector-led activations have become more prominent. A new approach to unifying VMC-based activations is underway – <i>Experience!VMC</i> . | According to an April 2022 study by Numerator, nearly half of Canadian consumers remain uncomfortable attending a concert or show.* Even as the apparent severity of COVID subsides, fears of a new variant drive rapid and significant constraints on consumer choices, especially in leisure and travel. |

Source: Numerator, <https://www.numerator.ca/coronavirus-consumer-sentiment/>



Alignment with
Phase I study
findings

Phase 1 included 20 stakeholder interviews

Background Review: Interviews

Completed

- Sunny Bains, Director, Recreation Services, City of Vaughan
- Pat Di Rauso, Chief Executive Officer, Arcadia Academy of Music/Arcadia Music Group
- Maurizio Di Rauso, CEO Arcadia Music Group/Arcadia Academy of Music
- Sharon Gaum-Kuchar, Senior Art Curator and Planner, City of Vaughan
- Antonio Ienco, Co-Founder, Vaughan International Film Festival
- Rob McLaughlin, Music Director, Arcadia Academy of Music
- Katie Maginn, Manager, Municipal Partnerships, City of Vaughan
- Mark Pagliaroli, Co-Founder, Vaughan International Film Festival
- Sandra Quiteria, Field Manager - York, Central Counties Tourism

- Mirella Tersigni, Creative + Cultural Officer, City Wide, City of Vaughan
- Samantha Wainberg, Executive Director, York Regional Arts Council

Scheduled

- Mayor Maurizio Bevilacqua, City of Vaughan
- Sandra Yeung Racco, Councillor, Ward 4, City of Vaughan
- Tony Carrella, Councillor, Ward 2, City of Vaughan
- Tim Simmonds, Interim City Manager, City of Vaughan
- P. Bustani, J. Kaiser and M. Simone, SmartCentres

A **diverse segment** of City decision-makers, landowners, and arts and culture leaders with strong ties to Vaughan.

Elected leaders

CoV Economic Development & Culture team

Tourism

Creative business leaders in Vaughan

Phase 1 included 20 stakeholder interviews

Key stakeholders describe priorities and constraints – the basis for the core vision

Priorities

- Key stakeholders are interested in a 'hub' that hosts a variety of activities
- Integrated pre-professional and high caliber training is of interest
- A place to go (destination) and a place to stay (community)
- Public access to space, programs, decision-making
- Align with and accommodate rapid growth

Constraints

- Net positive financial results are expected to fund operations
- The operator must be nimble with programming and able to collaborate with City agencies
- A venue with capacity to host major events and performances, right-sized for the market's needs
- Program content for audiences diverse in age, local tenure, and cultural affinities

Much of the Phase I **feedback continues to resonate**, even with the many expected and unexpected changes of the past 3 years.

- A 'hub'
- Both an attractive destination and a 'complete community'
- Cultural commitments that can grow with/in the VMC
- Diverse, authentic program content for a diverse local base

(Source: Interviews)

**Active
and VM**

guiding
affordable animal
responsive t
soul recreation requirements
sustainable
art culture
vmmc resilient
innovative pub

Active
and **VM**



engaged with the **private sector...**
and **operated by an independent agency...**

and **features 'preferred' local content providers.**

VISION

Phase 1 goals and principles align with our emerging Phase 2 understanding.

The VMC cultural centre goals are to...

- **Vision:** Gather people to a creative hub
- **Programming:** Offer a mix of high-quality local and more distant content
- **Partnerships and users:** Select local partners and market-rate users
- **Design:** Appeal to many users with a quality, flexible space/set of spaces
- **Capital funding:** Secure funding through public-private collaboration
- **Operating finances:** Engage public and private subsidy, with earned revenue offsetting program costs
- **Governance:** Not-for-profit (existing or new entity)

Aligned with these principles...

Economic
Development

Creative Industry
Growth

Downtown Vitality

...Achieving these impacts

Activate
Inspire
Collaborate
Educate
Innovate

Phase I final recommendations

Recommendations

Policy couches economic, stakeholder, and design decision

Implementation will flow from policy and the work to date

FINANCIAL MODEL

32

- **A private (nonprofit) operator** will need predictable relationships with the developer and City
- **Subsidy** will be needed to offset operating requirements
- **Collaboration with prospective anchor tenants** and other stakeholders will be key to driving the level and quality of programming envisioned
- **Early programming**, akin to Daniels Spectrum's pre-building initiatives, will develop an audience and (potential) donor base
- The **policy context** will impact...
 - Amount of subsidy needed
 - Nature and breadth of partnerships
 - Early engagement opportunities



Phase I findings shone a light on the need for a policy to couch City investment, partnership priorities, and the nature of programming and public engagement.

In Phase II, we heard a clear message from 18 additional stakeholders

How can (or should) Vaughan define and advance its cultural agenda?

Key informants

- TVC Board members
- Major landowners and developers
- Program providers
- City staff
- Area educators

Phase I study alignment is strong....

- A 'hub'
- Both an attractive destination and a 'complete community'
- Cultural commitments that can grow with/in the VMC
- Diverse, authentic program content for a diverse local base

Phase II drives at specificity in the path forward.

- Planning initiatives that reference culture are extensive, but tangible outcomes have only nascent definition.
- Aspirations to a vibrant cultural centre in the VMC are shared, but resources to enable long-term growth of the creative ecosystem are modest or shift frequently.
- Significant interest in enhanced specificity regarding the City's goals and investment.

Phase 1 priorities align with stakeholders' objectives in Phase 2

Economic
Development

Creative Industry
Growth

Downtown Vitality

Activate
Inspire
Collaborate
Educate
Innovate

Culture in Vaughan will be **ambitious**.

Executed at scale, prioritizing innovative ways of making and sharing creative experiences and content.

Culture in Vaughan will be **authentic**.

Derived from Vaughan's diverse communities, new and established.

Culture in Vaughan will be **transformative**.

Investments in culture will drive broad impacts on the connectedness and vitality of Vaughan's residents and businesses.

Culture in Vaughan will be **purpose-driven**.

Strong leadership and policy alignment will inform desired impacts and outcomes.

Key takeaways

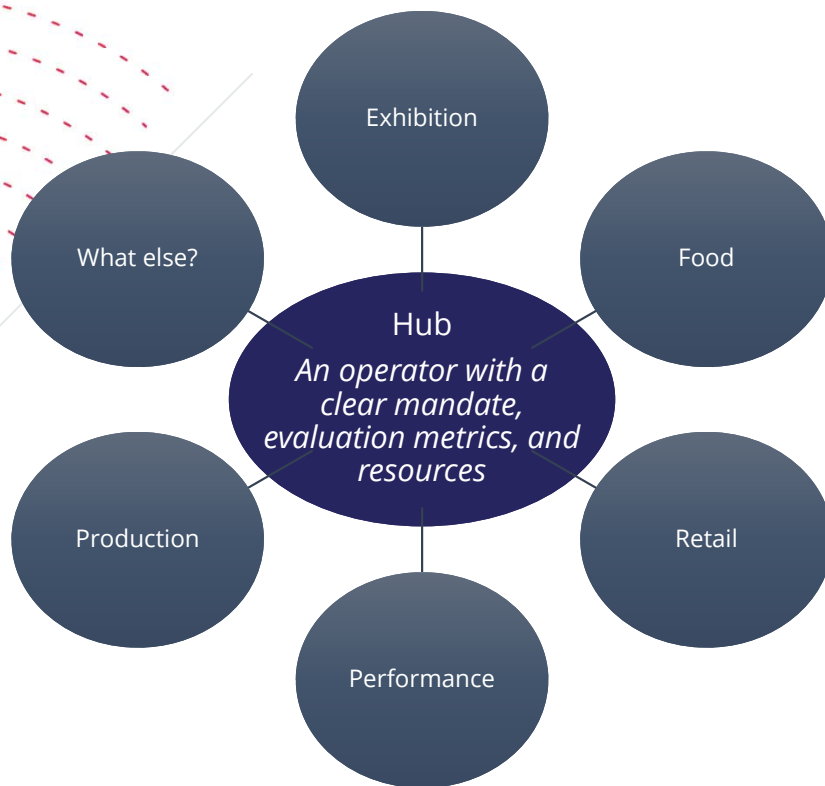
- The City and VMC landowners have committed to extensive study and activations
- Phase II findings to date reinforce the outcomes and desired impacts of Phase I study
- *Nevertheless*, changes in the environment suggest a shift in the precise approach from a 'singular centre of culture' to a 'hub and spokes' model
 - The hub is a venue/facility operated by a specific entity. Spokes are independently operated venues/facilities.
 - The unifying factor is the overarching curatorial vision, guided by an up-to-date inventory of offerings and a resource base.



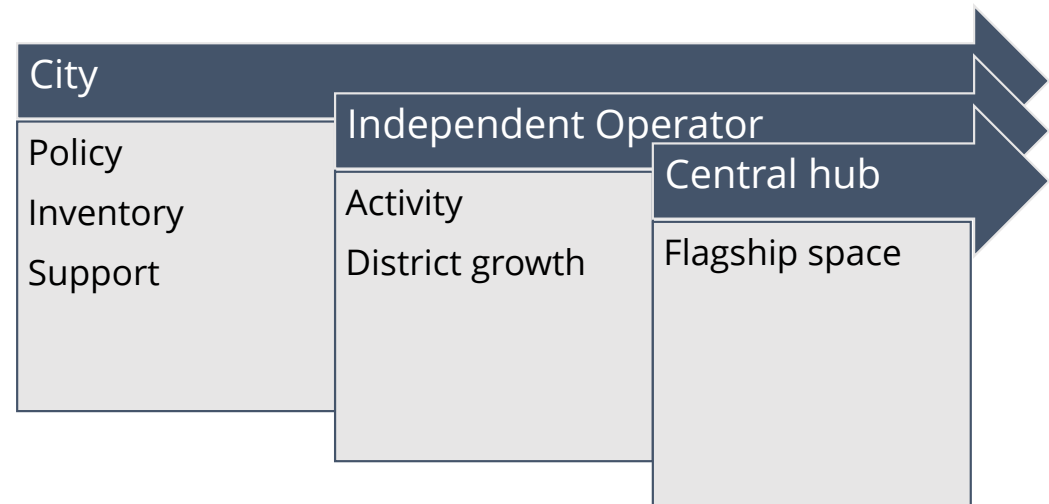
The Opportunity

A 'hub and spokes' model would leverage Vaughan's assets

In Phase I, it was believed that a designated operator would be charged with advancing Vaughan's arts and culture agenda, activating independent 'spokes' from a central 'hub.'



Today, the thinking has evolved. Spokes would be developed through a policy that encourages organic growth, leading to a large-scale investment in a physical 'hub' that drives a coherent arts and culture agenda.



How do the Phase II findings to date link to the VMC Culture and Public Art Framework?

OBJECTIVE 1- Enable Art and Cultural Investments with Supportive Municipal Policy Structures

OBJECTIVE 2- Establish Rich Cultural Resources

OBJECTIVE 3 -Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth

OBJECTIVE 5 -Animate the Urban Environment with a Variety of Cultural Programs and Activities

OBJECTIVE 7- Implement a Recognizable Cultural Identity for the VMC that Communicates an Innovative, Transformative and Authentic Experience

R1. Invest in major cultural facility(ies) as anchors for creative and cultural developments in the VMC.

R2. Integrate cultural resources and assets into new investment and development (both public and private) within the VMC.

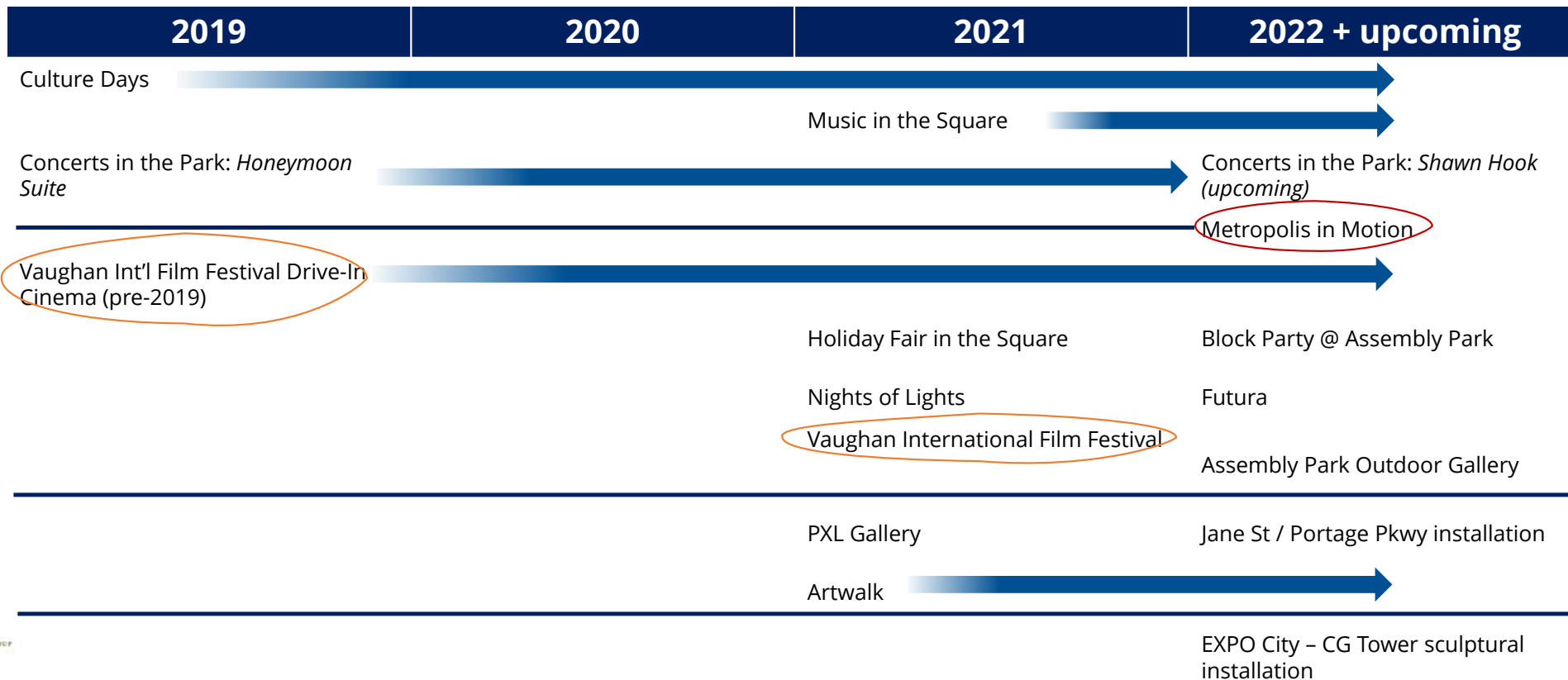
R7. Identify existing strengths and gaps in Vaughan's current cultural resources.

R13. Develop and implement a multi-year business and funding model to support cultural development in the VMC. Leverage funding mechanisms for arts and culture.

Action 13B. Initiate a public-private sector led "Cultural Leadership Committee" with the mandate to provide advice, expertise, advocacy to move cultural initiatives forward.

A growing inventory of activations will fall within a unified brand

Experience VMC



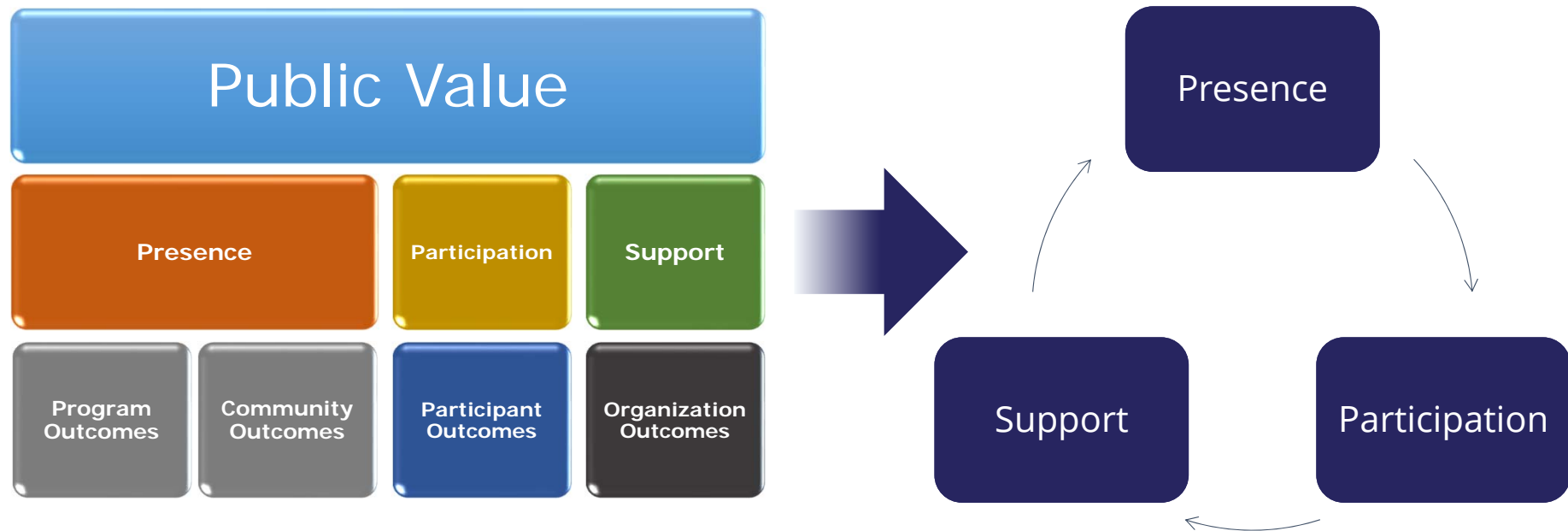
Cultural districts have ample precedent and recent momentum

Federal and provincial interest has grown markedly in the last decade



Cultural Vitality in Communities

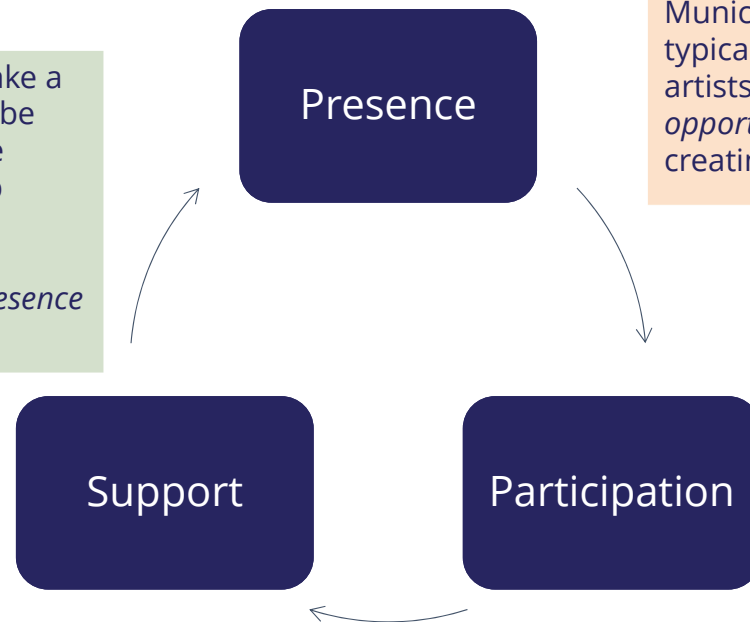
Urban Institute (2006)



How does the public value framework apply to Vaughan?

Each element becomes a lever to drive impact and create public value.

Places that use **support** as a lever take a more 'top down' approach. This can be used in mature and nascent creative ecosystems. Using policy tools, deep public sector investment, and highly visible champions, support-driven initiatives *create the conditions for presence and participation to flourish*.

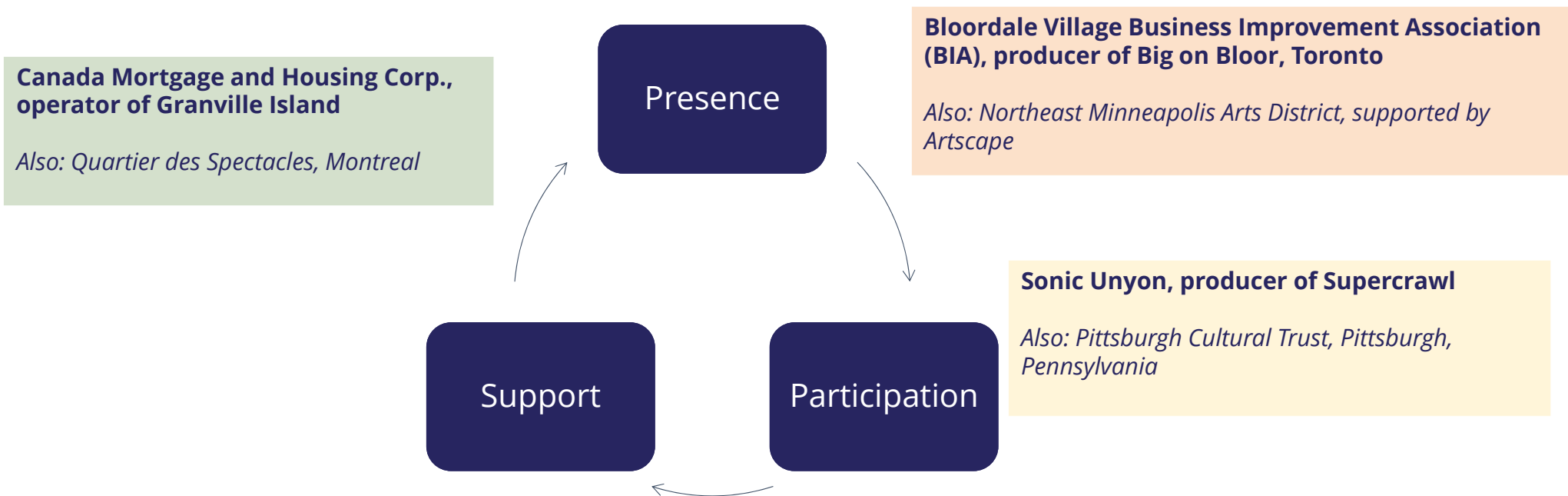


Municipalities that draw on **presence of opportunities** typically have a mature local arts ecosystem. With many artists and arts organizations available, *making opportunities available* is the critical first step toward creating public value.

Places that draw on **participation** use third-party agencies, often including Tourism and community-based partners and small businesses, to reinforce habits of attendance. Coordinated, multidisciplinary offerings *maximize participation in arts and culture*, driving growth in programs and increasing awareness.

How does the public value framework apply to Vaughan?

Each element becomes a lever to drive impact and create public value.



Presence

Artist-driven initiatives that build on authentic engagement and grassroots effort

| Drivers | Operator(s) | Outcomes |
|---|---|---|
| <ul style="list-style-type: none"> A mature local ecosystem of artists, arts organizations, and community entities creates the presence of opportunities for cultural participation Resource constraints felt by the arts and culture sector informs an activation strategy first, followed by creation of a formal “operator” at a neighbourhood or district level | <ul style="list-style-type: none"> Typically not-for-profit Rooted in the local community with governing board members derived from the arts and culture ecosystem, local business, and other community-embedded entities Focused on broad quality-of-life and economic goals | <ul style="list-style-type: none"> Drive economic benefit to empower artists and arts organizations, helping them expand or stabilize their financial circumstances Enable community brand-building Secure/create/ preserve real assets for creative industries’ use |



Participation

Audience-driven initiatives that grow from enthusiastic local buy-in, particularly in the business community

| Drivers | Operator(s) | Outcomes |
|---|--|--|
| <ul style="list-style-type: none"> • Ample but diffuse activity – and organizations with capacity to scale choose to pool resources • Visionary leadership receives a mandate to improve business outcomes on behalf of willing peers | <ul style="list-style-type: none"> • Varied legal structures support this model, including nimble commercial producers and program-based initiatives within not-for-profit entities • Continuous, experienced leadership is key to success | <ul style="list-style-type: none"> • ‘Spokes’ create the ‘hub’ by agreeing to join a formal coalition • Drives a range of benefits to participating organizations, including through sponsorship, direct expansion of customer base, and access to technical resources |



Support

Policy-driven initiatives championed by an 'impresario' or empowered task force, supported by a clear mandate and tangible resources

| Drivers | Operator(s) | Outcomes |
|---|---|--|
| <ul style="list-style-type: none"> Underutilized assets in a high-priority area. Diffuse cultural ecosystem with significant constraints on land use / real assets. Empowered public sector with strong private partnership. | <ul style="list-style-type: none"> Functionally, operators are quasi-public. Legal structures include Crown Corporations and not-for-profits. Typically charged with policy development and directing use of resources. Programming is an equal or lesser concern. Represent the public interest. | <ul style="list-style-type: none"> Animate a geographically defined area with cultural organizations and content, in alignment with explicit public mandates. Drive benefit to artists and arts organizations through grants, technical support, and operation of public spaces / venues. Culture has a 'seat at the table.' |



Granville
Island



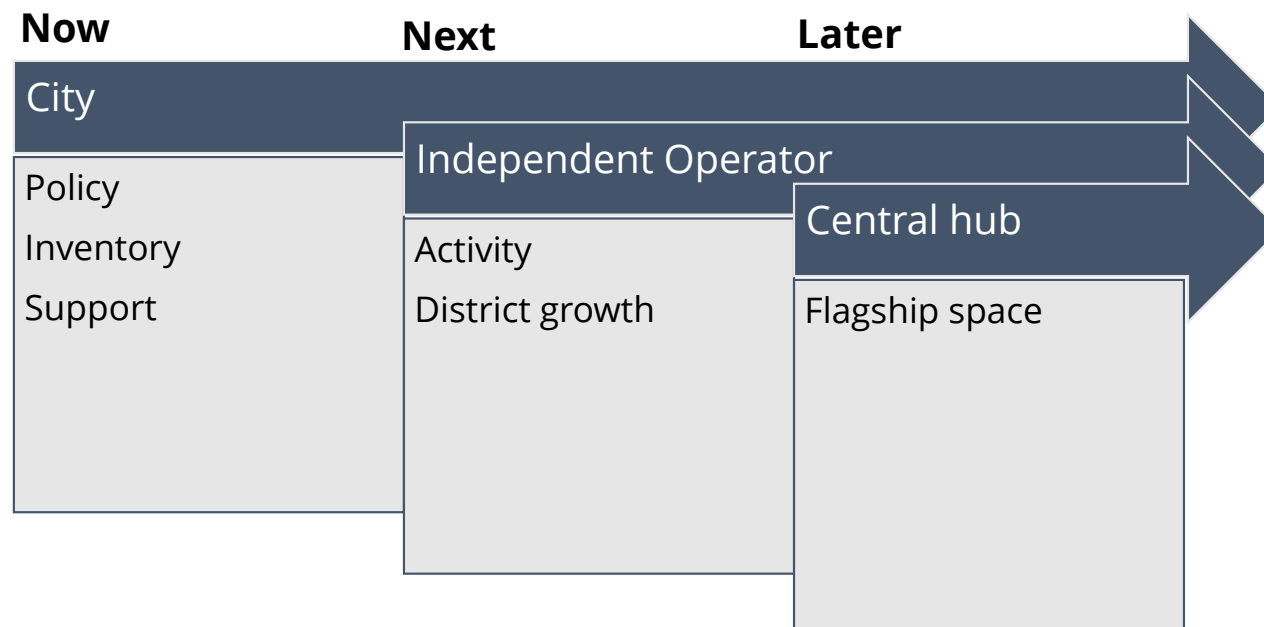
QUARTIER
DES SPECTACLES
MONTREAL

Exemplars define the opportunity

| Driver | Operator/ Producer | Operator Type | Signature Event | Ambitious <i>Executed at scale, prioritizing innovative ways of making and sharing creative experiences and content.</i> | Authentic <i>Derived from Vaughan's diverse communities, new and established.</i> | Transformative <i>Investments in culture drive broad impacts on the vitality of Vaughan's residents and businesses.</i> | Purpose-driven <i>Strong leadership and policy alignment will inform desired impacts and outcomes.</i> |
|---------------|---|----------------------|---|--|---|---|--|
| Presence | Bloordale Improvement Association | BIA (charity) | Big on Bloor | ✓ | ✓ | Local arts ecosystem | ✓ |
| | Northeast Minneapolis Arts District | Not-for-profit | Art-a-Whirl | ✓ | ✓ | Local artists and art lovers | ✓ |
| Participation | Sonic Unyon | Commercial | Supercrawl | ✓ | ✓ | Industry | ✓ |
| | Pittsburgh Cultural Trust | Not-for-profit | Broadway touring | ✓ | | Regional arts participation | ✓ |
| Support | Canada Mortgage and Housing Corporation | Quasi-public | Granville Island | ✓ | ✓ | Geographic focus | ✓ |
| | Quartier des Spectacles | Not-for-profit | Luminothérapie (winter) 21 Swings (spring) | ✓ | ✓ | Geographic focus | ✓ |

The 'hub and spoke model' can evolve with managed support

Near term investment drives long-term impacts



Observations

- Policy development is an opportunity.
 - The Vaughan Official Plan and the VMC Secondary Plan updates are concurrent with this study. City stakeholders indicate an opportunity to integrate cultural policy with these efforts.
 - Identifying and resourcing a champion(s) to advance future cultural development will be key.
- A people-first approach responds to Vaughan's unique value proposition.
 - Activations should be at the centre of the cultural strategy, responding to longstanding (and new) residents' heritage and affinities.
 - The built environment should enable development of a richer, deeper cultural ecosystem, by securing spaces and supporting activations (policies) and capital investment (a 'hub').
- Clearer public sector goals would instill confidence and draw investment.
 - Key VMC landowners are eager for City leadership to state concrete objectives within policies or programs.
 - The private sector is poised to lead the evolution of a cultural ecosystem, with appropriate City engagement in a formal partnership.
- Pending the impact of Bill 108 and the allocation of related Community Benefit Charges, resources are an open question.

Today's objectives

- Demonstrate continuity of key themes from Phase I of the cultural arts centre study
- Seek Council endorsement of proposed next steps
 - *“Hub and spoke” model*
 - *Approach to VMC activations in summer 2022 forward*

Longer-term next steps

An
implementation
strategy would
include...

- City adopts a cultural strategy for the VMC which is incorporated into the current policy framework updates
- City identifies an internal champion(s) to lead cultural strategy development and implementation in the VMC, with resources to act on opportunities
 - An emerging charge for the identified champion(s) with support from the VMC Sub-Committee...
 - *Identify cultural assets*
 - *Identify a preferred site(s) for activations and capital investment*
 - *Embrace a unified activation program*

**We are the world.
The world lives in Vaughan.**

-- Key stakeholder interview

To: City of Vaughan
From: Michele Walter & Meg Friedman, AMS
Date: May 31, 2022
Project: Vaughan Phase 2 – Cultural Arts Centre
Re: Phase 1 Emerging Recommendations

MEMO

This memo describes the emerging recommendation to the City of Vaughan, regarding the development of a cultural arts centre in the VMC and associated policy framework to support the endeavor.

In 2019, AMS Planning & Research and our partners at Hariri Pontarini Architects worked with the City of Vaughan, Culture and Economic Development Department to assess the opportunity for capital development of a cultural arts centre in the VMC. The recommendation, accepted by the VMC Sub-Committee in December 2019, was to develop an approximately 400-seat, flexible event and presentation venue, freestanding or in the pedestal of a structure in the VMC, and to activate it with a broad array of creative offerings. This approach responded to the rapid growth and cultural diversity of Vaughan. Phase 1 noted that a third-party operator of the venue itself was a desirable outcome but was silent on what further responsibilities that operator would hold regarding Vaughan's cultural ecosystem – that is, the constellation of artists, producers, creative businesses, and other entities which collectively generate a rich cultural life for local communities and visitors.

As we have embarked on Phase 2 this year, we note that much has changed – and much has remained the same. The pandemic has caused dramatic changes in consumer appetites and the availability of goods and services and has impacted financial markets in ways that are only now becoming clear. At the same time, Vaughan's remarkable trajectory is uninterrupted: the expansion of residential and office space, particularly in the VMC, continues to draw enthusiastic interest from an affluent, culturally diverse population.

Recognizing these forces and anticipating their impacts on the VMC as a cultural nexus is the core of our work now and going forward. Given the foundation of the 2015 *VMC Culture and Public Art Framework*, we believe the appropriate model for a cultural arts centre is **hub and spokes** rather than the previously imagined 'centre of culture'. This will enable a fuller and more intentional



evolution of Vaughan's cultural ecosystem, wherein Vaughan's assets are inventoried, leadership is rallied, and these elements form the basis, rather than the outcome, of capital investment in a cultural facility(ies).

To understand how the hub and spoke model might work, we have researched six initiatives, four in Canada and two in the US. Each exemplar illuminates a facet of Vaughan's opportunity to create **ambitious, authentic, and transformative** partnerships that drive positive outcomes. In the table below, we describe the exemplars, their legal structure, signature events that activate their venue(s) or districts, and the primary beneficiaries of their transformative impacts.

| <i>Operator/ Producer</i> | <i>Operator Type</i> | <i>Signature Event</i> | <i>Ambitious</i> | <i>Authentic</i> | <i>Transformative</i> | <i>Purpose- driven</i> |
|---|--------------------------|---|------------------|------------------|------------------------------|----------------------------|
| Bloordale Improvement Association | BIA (charity) | Big on Bloor | ✓ | ✓ | Local arts ecosystem | ✓ |
| Northeast Minneapolis Arts District | Not-for-profit | Art-a-Whirl | ✓ | ✓ | Local artists and art lovers | ✓ |
| Sonic Unyon | Commercial | Supercrawl | ✓ | ✓ | Industry | ✓ |
| Pittsburgh Cultural Trust | Not-for-profit | Broadway touring | ✓ | | Regional arts participation | ✓ |
| Canada Mortgage and Housing Corporation | Quasi-public | Granville Island | ✓ | ✓ | Geographic focus | ✓ |
| Quartier des Spectacles | Not-for-profit | Luminothérapie (winter) 21 Swings (spring) | ✓ | ✓ | Geographic focus | ✓ |

Observations

While each exemplar provides insight into Vaughan's cultural development opportunities, two suggest an achievable, ambitious path forward. Granville Island in Vancouver, BC and the Quartier des Spectacles in Montreal, QC both exemplify a uniquely support-driven



strategy for ‘hub and spoke’ design and implementation. They reflect common themes that have surfaced in stakeholder discussions with the City of Vaughan:

- **A collaborative relationship between the public and private sectors.** In Granville Island, this is the Canada Mortgage and Housing Corporation (CMHC), a Crown Corporation that serves as the designated operator of the Island. CMHC is charged with governing the physical asset and is the leaseholder for over 300 small business operators who activate space on the Island. In Montreal, the Quartier des Spectacles Partnership is the primary district operator. As a not-for-profit agency the Partnership enjoys considerable programmatic flexibility, while embracing municipal, provincial, and federal leadership to provide both financial support and input on policies. The takeaway for Vaughan is that a formal, robust partnership between the City and one (or more) well-resourced private sector agencies will be a key to successful cultural activation over the long term. In Vancouver, the successful approach was to identify an existing (and mature) private agency. In Montreal, the Partnership was developed from whole cloth, and populated with individuals well versed in navigating public-private endeavors. At this juncture either of these approaches might be suitable for Vaughan.
- **Commitment to enriching the cultural ecosystem by *first* leveraging existing assets and subsequently investing in built assets – a “spokes first” approach.** In both Granville Island and the Quartier des Spectacles, an initial step toward formalizing the cultural district was to document the baseline assets. This included an inventory of creative businesses, venues suited to cultural activity, and public input to gauge interest in cultural investment and activation. The 2015 *VMC Culture and Public Art Framework* already codifies these initial steps in the following objectives and recommendations.
 - 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 7: Identify existing strengths and gaps in Vaughan’s current cultural resources.
 - 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 a funding model to support cultural development in the VMC. Leverage funding mechanisms for arts and culture.



- Action 13B: Initiate a public-private sector led “Cultural Leadership Committee” with the mandate to provide advice, expertise, advocacy to move cultural initiatives forward.
- **Empowered leadership holds a ‘seat at the table’ for culture.** Consistent with Action 13B above, both Granville Island and the Quartier des Spectacles established a leadership structure that was (in large part) stable and had some independence from the political process. Creating a Cultural Leadership Committee, which we imagine to be largely filled with private sector leaders, would be positioned as enacting cultural development priorities endorsed by the VMC Sub-Committee. The Cultural Leadership Committee would be similar in its responsibilities and composition to the QdS Partnership and the (newly established) Granville Island Council, both of which bring together creative industries leadership with other industry leaders, landowners, elected officials, and more to drive meaningful economic and cultural outcomes.

The attached presentation provides additional insights to the research and rationale that support this recommendation.



CONCLUSIONS

- Policy development is an opportunity.
 - Secondary Plan, Official Plan development is concurrent with this study. City stakeholders indicate an opportunity to integrate cultural policy with these efforts.
 - Identifying and resourcing a champion(s) to advance future cultural development will be key.
- A people-first approach responds to Vaughan's unique value proposition.
 - Activations should be at the centre of the cultural strategy, responding to longstanding (and new) residents' heritage and affinities.
 - The built environment should enable development of a richer, deeper cultural ecosystem, through activations (policies) and capital investment (a 'hub').
- Clearer public sector goals would instill confidence and draw investment.
 - Key VMC landowners are eager for City leadership to state concrete objectives within policies or programs.
 - The private sector is poised to lead the evolution of a cultural ecosystem, with appropriate City engagement in a formal partnership.
- Pending the impact of Bill 108 and the allocation of related Community Benefit Charges, resources are an open question