



EFFICIENT MOVEMENT OF GOODS AND TALENT

COMMUNITY IMPROVEMENT PLAN

Background and Options Study
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1.0 Introduction

1.1 What is a Community Improvement Plan?

A Community Improvement Plan is a land use planning tool that allows municipalities like Vaughan to provide financial incentives, such as grants and loans, and other non-financial incentives to private landowners to encourage investment in identified areas that support the City's development, social, and environmental goals. Financial incentives help fund certain types and forms of development and redevelopment that are prioritized through local strategic plans, the Official Plan, and other local plans and studies. Authorized under Section 28 of the *Planning Act*, municipalities may designate specific areas and issues for community improvement. In addition to the *Planning Act*, other legislation such as the *Municipal Act* and *Development Charges Act* also provide municipalities with the power to create and implement financial incentives.

In the past, Community Improvement Plans were primarily used to focus on downtown revitalization and the redevelopment of areas targeted for certain planning goals per the local Official Plan. Of late, many municipalities across Ontario are using Community Improvement Plans in more creative and innovative ways to address locally specific needs, as well as broader Provincial and national planning priorities, such as housing, sustainability, transportation, economic development, and more.



Typically, Section 106 (1) and (2) of the *Municipal Act*, 2001 prohibits municipalities from providing direct or indirect assistance to any manufacturing business or other industrial or commercial enterprise through the allocation of bonuses. This includes actions such as granting or loaning municipal property, including funds; guaranteeing loans; leasing or selling municipal assets below their fair market value; and offering total or partial exemptions from fees, charges, or levies. This set of restrictions is commonly referred to as the "bonusing rule." However, Section 106 (3) of the *Municipal Act*, 2001 outlines an exception to this rule for Councils acting under Subsections 28 of the *Planning Act*, as is the case with this CIP.

The Efficient Movement of Goods and Talent CIP Study is a unique opportunity for the City of Vaughan to leverage the CIP toolkit model to provide a targeted financial incentive program to businesses to elevate their transportation targets and commitments. This Background Study enables businesses to undertake a transportation strategy.

1.2 Overview of the CIP Studies

The City of Vaughan is excited to introduce two CIP Background Studies that have been initiated to explore financial incentive tools to assist the City’s transition from a suburban to an urban-built form and economy, and to elevate/enhance its community and economic development role.

Through public and private sector investments in transportation infrastructure, mixed-use development, housing, complete communities, and more, the CIP is intended to help position the City as a competitive and attractive urban location for residents, talent, and businesses alike.

The goal of this CIP Background Study is to explore and establish the planning and economic development tools and policies that will help provide local manufacturers, distributors, and other commercial operators with solutions that facilitate the efficient movement of goods and talent within the City through the adoption of last-mile goods and people-movement solutions.

Both CIP Background Studies will result in the creation of financial incentive programs that support the City of Vaughan’s evolution. To ensure a clear, transparent review that incorporates community and stakeholder input, as well as relevant background research, evidence, and technical analysis, the overall Study process has been divided into the following five distinct phases, with regular opportunities for feedback from landowners, businesses, stakeholders, residents, City Staff, and Council. A workflow graphic for the projects process is shown below.



1.3 Efficient Movement of Goods and Talent

The overarching goal of the Efficient Movement of Goods and Talent CIP is to promote innovative transportation solutions on privately owned lands for the movement of goods and people, as articulated in the “opportunity statement” shared below, and supported by numerous Council-approved City plans and studies. As a maturing City, Vaughan is focused on evolving into a vibrant and diverse urban environment and a complete community. The City’s Official Plan, for example, encourages the development of mixed-use spaces, and the creation of a walkable and livable city. It aims to attract top talent and stimulate economic growth. By improving accessibility and connectivity within the City, Vaughan aims to alleviate the burden on its roadways while providing businesses with incentives to transport goods efficiently, reduce traffic congestion, and establish innovative and sustainable transportation solutions.

The City is seeking to provide a financial incentive geared to large business to promote their transportation strategies. This includes finding innovative ways to facilitate the movement of goods and people, particularly last-mile solutions. By embracing technology and sustainable practices, Vaughan aims to enhance efficiency and reduce the environmental impact of transportation.

Since the 1970s, Vaughan has emerged as one of the fastest-growing municipalities in Canada, primarily developing in a suburban and vehicle-centric manner that prioritizes transportation for automobiles over pedestrians. Presently, Vaughan is undergoing a transition toward becoming a more urban municipality. However, this shift in the transportation system to accommodate the needs of both current and future communities presents notable challenges.

With transit governance shared among York Region, the Toronto Transit Commission, and the Province through Metrolinx, the City plays a crucial role in establishing a transportation



network that meets the demands of goods movement and accommodates all road users. This involves enhancing roads, investing in sustainable transportation infrastructure, and providing walking and cycling paths on local roads to facilitate first and last-mile connections.

A well-integrated, efficient, and multimodal goods movement network is vital for Vaughan's economic health. The City's manufacturing and logistics sectors cater to both Canadian and American markets, necessitating a transportation framework that connects various modes of goods transit. Vaughan's transportation system must enable effective goods movement while being sensitive to the needs of residents and diverse land uses. Such policies can promote safe fleet operations and mitigate community risks and impacts, including those affecting vulnerable road users. As Vaughan continues to expand, it is increasingly essential to designate lands adjacent to major goods movement corridors for employment activities that demand heavy truck and rail traffic.

Alongside its manufacturing and logistics growth, Vaughan is strategically located in the Greater Toronto and Hamilton Area (GTHA), Ontario's economic hub. Over the past few decades, the municipality has witnessed a rapid expansion of knowledge-based and creative industries, such as finance and insurance, professional services, educational services, and healthcare. The City of Vaughan is well-positioned to diversify and enhance its economy by capitalizing on its unique strategic advantages, which include:

- Its location in the GTHA, directly north of Toronto;
- Convenient access to robust transportation infrastructure for both goods and people, including five 400-series highways, rail lines, GO transit, subway services, bus rapid transit, and Toronto Pearson International Airport;
- Established employment lands, particularly around the Concord CN distribution facility; and,
- Access to a diverse population and an educated workforce.

The evolving transportation landscape is increasingly shaped by technological advancements. Notably, the rise of electric vehicles (EVs) is gaining traction, necessitating an extensive expansion of charging infrastructure as the shift away from internal combustion engines progresses. The support of car-sharing services, which facilitates a move toward reduced car ownership, is also essential. These developments will significantly contribute to promoting health, safety, and equity for all road users. While emerging technologies present substantial opportunities for the City to realize its goals of compact, mixed-use communities, the absence of proactive policies could yield unintended consequences. For example, while EVs may lower emissions, they do not necessarily alleviate traffic congestion. Compact alternatives like scooters and pedal-assist e-bikes offer new mobility options but may conflict with other users unless safe riding spaces are established.

The objective of the Efficient Movement of Goods and Talent Background Study is to explore opportunities for utilizing community improvement planning tools under Section 28 of the *Planning Act* to tackle these challenges and encourage landowners to participate in Vaughan's transformation into a more urban environment. This Background Study aims to identify and document these opportunities to aid local decision-making.

Opportunity Statement

What mobility-related interventions can be taken in Vaughan on private property/through private investment with public incentives to support:

- Making employment areas more attractive to employees (moving talent),
- Making logistics and commercial areas more attractive to employers (moving goods and talent), and
- Making mixed-use areas more attractive to employees (moving talent)?

1.4 Study Purpose

This Background Study is the first major milestone in the City of Vaughan Community Improvement Plan and looks at legislative tools, local policies, existing conditions, best practices, and market trends to identify potential incentive programs that will best address Vaughan’s unique development opportunities and needs and to allow for informed decision-making on:

1. The designation of a Community Improvement Project Area (CIPA) that responds to parts of the City that have specific needs and opportunities related to the movement of goods and talent;
2. The identification of financial and non-financial incentive programs that are aligned with the City’s policy directions, goals, and opportunity statement for moving goods and talent; and
3. Ideas and options for short and long-term implementation, and other key elements of a CIP.

2.0 Legislative Overview

2.1 Section 28 of the *Planning Act*

Section 28 of the *Planning Act* is the enabling legislation for Community Improvement Plans, which could offer potential pathways to make last-mile solutions and employment development more feasible or attractive for development proponents and potential talent.

The *Planning Act* is the primary piece of legislation that provides for the preparation of CIPs and sets out:

1. Types of projects/activities/works that are considered ‘community improvement’;
2. A process by which a municipality can identify a ‘community improvement project area’ and prepare a ‘community improvement plan’;
3. Tools that can be implemented once a ‘community improvement plan’ is prepared; and
4. Eligible costs for which a municipality can provide incentives (i.e., grants and loans).

Community Improvement

Section 28(1) of the *Planning Act* defines “community improvement” as

The planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a Community Improvement Project Area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.

Section 28(2) states that:

Where there is an official plan in effect in a local Municipality or in a prescribed upper-tier Municipality that contains provisions relating to ‘community

improvement’, the Council may, by By-law, designate the whole or any part of an area covered by such an official plan as a ‘community improvement project area’.

Community Improvement Plan

Section 28(1) defines the term “community improvement plan” as: “a plan for the community improvement of a community improvement project area” and Section 28(4) of the *Planning Act* states that once a “‘community improvement project area’ has been designated by By-law, “the Council may provide for the preparation of a plan suitable for adoption as a *Community Improvement Plan for the Community Improvement Project Area*”.

Community Improvement Project Areas (CIPA)

Section 28(1) of the *Planning Act* defines the term “community improvement project area” as

A Municipality or an area within a Municipality, the Community Improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.

Community Improvement Tools

The Municipality may then prepare and use a “community improvement plan” to:

- Acquire, hold, clear, grade or otherwise prepare land (Section 28(3))
- Construct, repair, rehabilitate or improve buildings on land acquired or held by the Municipality (Section 28(6))
- Sell, lease or dispose of any land and buildings acquired or held by the Municipality (Section 28(6))
- Make grants or loans to owners and tenants of land and buildings within the community improvement project area to pay for the whole or any part of ‘eligible costs’ related to community improvement (Section 28(7))

Eligible Costs

“Eligible costs” are specified in Section 28 (7.1) of the *Planning Act*, and include costs related to:

environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

Finally, Section 28 (7.3) states that the total of the grants and loans that is provided in respect of the lands and buildings shall not exceed the eligible cost of the community improvement project with respect to those lands and buildings.

Upper-Tier Participation

An upper-tier municipality can contribute financially to CIP programs adopted by its local municipalities. Section 28 (7.2) of the *Planning Act* states:

The council of an upper-tier municipality may make grants or loans to the council of a lower-tier municipality and the council of a lower-tier municipality may make grants or loans to the council of the upper-tier municipality, for the purpose of carrying out a community improvement plan that has come into effect, on such terms as to security and otherwise as the council considers appropriate, but only if the official plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans.

This means that the Region of York can participate financially in a CIP adopted and implemented by one or more of its local municipalities, including Vaughan, subject to having required Official Plan policies in place (which is the case, as discussed later in this Study).

Consultation and Engagement

Section 28 of the *Planning Act* requires that municipalities consult with the public and hold at least one public meeting before adopting a CIP, as outlined in Section 17(15) and Section 17(16). While a public meeting is required, municipalities also have the discretion to organize additional consultation methods, such as surveys, advertising, and workshops with the development community. This Study provides an overview of the consultation process so far, including internal meetings with various City departments, plus workshops with the business and development community, York Region staff, and other agencies. In addition, an online survey was conducted using the platform MentiMeter, which allowed participants to share their questions and concerns anonymously. Participants stated that they want to see investments in reducing car dominance, supporting nonprofits, incentivizing development near GO Rail and MTSAs, and bringing destinations to Vaughan.

Approval

The process for adopting or amending a CIP is guided by Section 17 of the *Planning Act* and is comparable to an official plan amendment, which is exempt from the Minister's approval. Essentially, Council is responsible for preparing/amending and adopting a CIP, which then comes into effect after adoption. To date, the City of Vaughan has notified the appropriate Ministry staff of the initiation of the Housing CIP project and will continue to engage and provide updates in advance of Council adoption.

2.2 Additional Legislation

Planning Act

Outside of Section 28, municipalities also use provisions from Section 69 of the *Planning Act* (related to establishing tariffs of fees in respect to planning and building) as part of community improvement plans. Under Section 69(2), municipalities are permitted to reduce the amount of, or waive entirely, the requirement for the payment of a fee in respect of an

application where the Council, planning board, or committee is satisfied that it would be unreasonable to require payment. However, a CIP is not required as a basis for implementing this tool. Alternatively, a municipality can collect fees and then provide a partial or total rebate of fees in the form of a grant, but this must be done through a CIP.

Municipal Act

Section 365.1 of the *Municipal Act* enables municipalities to implement the Brownfields Financial Tax Incentive Program (BFTIP), which is intended to bring brownfields back into productive use. Under this program, municipalities may pass By-laws providing for the cancellation of all or a portion of the taxes for municipal purposes levied on eligible properties for which a phase-two environmental site assessment has been conducted. The Province shares in the cost of the program by funding the education portion of the property tax relief. To use this tool, a CIP must be in place, including the Province's eligibility criteria, funding parameters, and other general conditions. A CIP is required to implement the BFTIP program, and each individually approved application and agreement must be adopted by By-law.

Development Charges Act

In addition to the range of community improvement tools established by the *Planning Act*, Section 5 of the *Development Charges Act* allows a Municipality (through its development charge By-law) to provide for full or partial development charge exemptions for certain types of development. This tool is often incorporated into municipal CIPs; however, a CIP is not required to use it.

3.0 Guiding Policy Context for CIPs

3.1 Provincial Planning Statement, 2024

The latest Provincial Planning Statement (PPS) came into effect on October 20, 2024, and emphasizes that a prosperous and successful Ontario will support a strong and competitive modern economy. The PPS Vision Statement sets out that the people who live and work in this province are key to its success. It also clearly prioritizes compact and transit-supportive design and investments in infrastructure and public service facilities that will support convenient access to housing, quality employment, services, and recreation for all Ontarians. Overall, the PPS Vision Statement provides a goal and direction for community improvement planning and supports the preparation of CIPs that are in alignment.

The City of Vaughan is identified by the PPS, 2024 as a large and fast-growing municipality, to which the following policies apply:

- The City is encouraged to plan for fifty residents and jobs per gross hectare in the Designated Growth Areas;
- Designated Growth Areas are defined as: “lands within settlement areas designated for growth or lands added to settlement areas that have not yet been fully developed. Designated Growth Areas include lands which are designated and available for residential growth in accordance with policy 2.1.4.a), as well as lands required for employment and other uses”; and
- Within a Major Transit Station Area served by commuter or regional rail, the City shall plan for a minimum density target of 150 residents and jobs combined per hectare.

Further, Section 2.3.1.4 states that the City shall establish and implement minimum targets for intensification and redevelopment within built-up areas, to support the development of

complete communities. Overall, the City is positioned by Provincial policy to promote intensification and enhance density, as it pertains to housing.

The PPS, 2024 also states that planning authorities shall plan for and protect corridors and rights-of-way for infrastructure, including transportation, transit, and electricity generation facilities and transmission systems to meet current and projected needs, while protecting major goods movement facilities and corridors for the long-term (Section 3.3).

The definition of "major goods movement facilities and corridors" in the PPS, 2024 reads:

Major goods movement facilities and corridors: means transportation facilities, corridors and networks associated with the inter- and intraprovincial movement of goods. Examples include: inter-modal facilities, ports, airports, rail facilities, truck terminals, freight corridors, freight facilities, and haul routes, primary transportation corridors used for the movement of goods and those identified in provincial transportation plans. Approaches that are freight-supportive may be recommended in provincial guidance or based on municipal approaches that achieve the same objectives.

Overall, the PPS, 2024 supports the use of CIPs for mobility solutions by emphasizing community revitalization and sustainable development, as follows:

- Section 3.2 – Transportation Systems: This section encourages planning authorities to efficiently use existing infrastructure to promote connectivity within transportation systems and modes that are safe, energy-efficient, and facilitate the movement of people and goods.
- Section 3.3 – Transportation and Infrastructure Corridors: The PPS underscores the need for planning authorities to plan for and protect corridors and facilities for major goods movement for the long-term.

CIPs are useful in both contexts to assist municipal growth. Through CIPs, it is possible to encourage the development of systems designed to transport people and goods within and

outside of the community, which is supportive of the overall PPS vision to encourage convenient access to housing, quality employment, services, and recreation for all Ontarians.

3.2 Regional Official Plan

Regional Planning Responsibilities

On July 1, 2024, the Province of Ontario identified the York Region as an “upper-tier municipality without planning responsibilities”. The City is responsible for implementing the Regional Official Plan and has discretion to amend or revoke the Official Plan. The Regional Official Plan therefore currently remains a guiding document for land use planning in Vaughan and will be repealed once VOP 2025 is approved. The Region may still develop and contribute financially to area municipalities’ CIPs.

In its vision of planning for York Region's future, the Region highlights the importance of moving people and goods in servicing its communities. Section 6.3 outlines the Region's commitment to implementing comprehensive active transportation networks, interconnected public transit systems, and complete streets to move people. An interconnected, efficient, and multimodal goods movement network has also been identified as integral to the economic vitality of York Region's manufacturing and logistics sectors. As such, the Region has created policies that encourage the efficient movement of goods in accordance with the goals of the CIP.

Community Improvement

The ROP identifies the use of Local Municipal CIPs to implement specific policies, including:

- Section 7.3.6 contains the Region's CIP policies, which specify that the Region may participate in a Community Improvement Plan of a local municipality.
- Section 7.3.7 identifies when the Region may use CIPs for a variety of purposes, of which the following are relevant:

- Infrastructure that is within York’s jurisdiction;
- Sustainable buildings (or development) designed to mitigate greenhouse gas emissions and adapt to changing climate; and,
- Other matters as the Province may prescribe in accordance with the *Planning Act*.

Moving People and Goods

Section 6.3 of the ROP acknowledges a commitment to efficiently move people and goods in various ways. The ROP details sixty-eight separate policies that prioritize the following, which are in support of the CIP Studies:

- Active transportation;
- Transit network opportunities;
- Complete streets; and
- The movement of goods.

3.3 Vaughan Official Plan, 2010 (VOP 2010)

The following review of CIP policies focuses on the Vaughan Official Plan 2010 (VOP, 2010), although it is acknowledged that the City is presently undertaking a review of its Official Plan and has recently released a first draft of a new Official Plan (May 2025) for public review and comment.

CIP policies in the in-effect Official Plan (VOP, 2010) are set out in Section 10.1.2 and state that:

Achieving the objectives of this Plan and setting out the transformative agenda within it requires an ongoing commitment to implementing the policies of the Plan. Implementation is achieved in a variety of ways. Traditional planning tools, including Zoning By-laws, Site Plan Control, Subdivision Control,

Consents and Minor Variances will all be used to implement the policies of this Plan are realized. Tools such as Bonusing, Holding By-laws, Temporary-use by-laws and Community Improvement Plans are also given effect in this section so that they can be applied from time to time, as appropriate.

Community Improvement Plan Area Criteria

Section 10.1.2.14 of the VOP, 2010 sets out that CIPAs may be designated by By-law, pursuant to Section 28 of the *Planning Act*, for areas that display any or all the following criteria shown in Table 1.

Table 1: Vaughan Official Plan, 2010 Criteria for Designating a CIPA

Criteria for a CIPA
a) Inadequate municipal infrastructure, including piped services, streets and streetscapes, public parking facilities and/or stormwater management facilities;
b) Inadequate community services such as public recreational/cultural facilities, public open space and/or social services including affordable housing;
c) Building and/or property deterioration, including façade treatment; to the extent that it has a negative effect on the overall image of the broader community;
d) Faulty arrangement of lands;
e) Encroachment of incompatible land uses;
f) Poor overall streetscape and design;
g) Existing or potential Business Improvement Areas;

Criteria for a CIPA

- h) Vacant lots with redevelopment or infill potential to achieve Urban Structure;
- i) Underdeveloped properties which have potential for redevelopment or expansion to better utilize the land base to achieve the desired Urban Structure;
- j) Development at densities that are too low to support planned transit facilities;
- k) Barriers to the improvement or development of vacant or underutilized lands or buildings such as lots that are brownfields, contaminated soil, fragmented ownership or financial disincentive to private investment;
- l) Conservation of heritage resources through restoration, rehabilitation and adaptive re-use; and/or
- m) Any other reason as provided for under the *Planning Act*.

Policies

Section 10.1.2 of VOP, 2010 sets out the policies for community improvement planning for Vaughan, and of note are the following criteria to be used for the evaluation and identification of CIPAs and the implementation of CIPs in the City:

- Policy 10.1.2.15: That a Community Improvement Plan will be prepared and adopted for the area with input from area residents, property owners and other interested stakeholders.
- Policy 10.1.2.16: That when the intent of a Community Improvement Plan has been carried out it may be dissolved by by-law.

Transportation and Mobility Policies

The focus of policies in VOP 2010 centre on significantly reversing the current trend of automobile dependence, moving the City closer to achieving a sustainable transportation network. In general, the policies strongly support:

- Alternative modes of transportation;
- Multimodal use of all roadways within, through, and adjacent to Vaughan;
- Improved transit services, including cross-boundary initiatives to ensure seamless municipal boundaries; and,
- Strong TDM policies to minimize growth in demand for travel.

The current VOP calls for the transformation in how people move around Vaughan by establishing a comprehensive transportation network that allows a full range of mobility options, including walking, rolling, cycling, and transit.

Given the City's growth and evolution, planning for transportation must encompass all forms of mobility, including automobiles, public transit, bicycles, wheelchair and mobility device users, pedestrians (including those with strollers, mobility walkers, or crutches), and emerging technologies.

3.4 City of Vaughan Official Plan, 2025 (Adopted)

To better serve the needs of current and future residents, businesses, and visitors, the City of Vaughan updated its Official Plan through an Official Plan Review (OPR), approved by Council in October 2025 (awaiting Ministerial approval). Through VOP 2025, the City aims to seek opportunities to make existing communities more complete with access to amenities, services, parks and open space, and retail options within walking or cycling distance.

Community Improvement Plan Area Criteria and Policies

Section 5.3.1.19 of the VOP, 2025 sets out that CIPAs may be designated by By-law, pursuant to Section 28 of the *Planning Act*. The criteria for determining a CIPA, and the policies for preparing, adopting, and dissolving a CIP remain consistent with the criteria set out in the VOP, 2010.

3.5 Other Municipal Plans, Policies, Guidelines

The City of Vaughan and York Region have both completed significant work with respect to transportation and mobility initiatives, such as Green Directions, a Pedestrian and Mobility Master Plan, and parking and site access requirements in the Comprehensive Zoning By-law. Relevant to the Efficient Movement of Goods and Talent, the completion and initiation of new and updated transportation plans and strategies are reviewed below.

York Region Transportation Master Plan

To improve the movement of goods in large trucks, York Region recognizes that half of the truck traffic in the area originates from two major rail freight hubs: Canadian National Railway's MacMillan Yard and Canadian Pacific Railway's Vaughan Intermodal Terminal, along with several significant distribution centres. Recommendations focus on multimodal goods movement strategies, designing streets to minimize conflicts with vulnerable users, and adopting a similar approach as Peel Region for their off-peak delivery pilot project.

Vaughan Transportation Master Plan, 2023

The 2012 Transportation Master Plan was updated in 2023 and is known as the Vaughan Transportation Plan (VTP), which responds to the traffic and transportation needs that have changed since the plan was first implemented. The third direction is to think forward, which



includes, among other things, examining how sustainable goods movement can be achieved.

As Vaughan is being strategically located for freight and freight-dependent companies, recommendations relevant to the CIP made in the TMP are:

- Develop safer fleet practices, including goods movement vehicles designed to mitigate risks and impacts to vulnerable roadway users;
- Partner with interested businesses to pilot cargo bike operations in urban areas of Vaughan; and
- Consider safer fleet practices within the City of Vaughan’s fleet operations, including vehicles designed to mitigate risks and impacts to vulnerable roadway users.

Technical Appendix M: Goods Movement White Paper provides some valuable examples of:

- Urban and metropolitan freight plans/goods movement strategies
- Truck route and restriction strategies
- Freight roadway design considerations
- Future considerations and trends (e.g., automated trucks, alternative vehicles such as cargo bikes, drones, and street robots, alternative fuels, managing demand, e-commerce and deliveries and partnerships)

Transportation Demand Management Guideline and Toolkit, 2021

The City of Vaughan has a guideline for the development of Transportation Demand Management (TDM) Initiatives. TDM uses policies, programs, services, and products to influence travel behaviour and manage demand by encouraging users to shift to sustainable modes and redistribute trips away from peak travel times. This program only applies to new developments, and the recommended TDM initiatives aim to provide on-site



amenities that encourage sustainable travel options, thereby reducing dependency on private automobiles.

To assess all applications, Vaughan has a context-sensitive approach to help applicants develop the appropriate TDM initiatives for their project. The application process starts with a pre-application meeting, submission of the TDM toolkit, provision of site and floor plans for all proposed physical TDM initiatives, and the completion of a cost and implementation table. After implementation, the applicants must report back to the City, and the City monitors the activities to evaluate the initiatives.

The TDM guideline provides specifics and directions for each TDM initiative, split into five different categories: promotion, active transportation, transit, parking, and other TDM initiatives. The guidance states that examples of acceptable measures for new developments in commercial, industrial, and institutional areas may include, but are not limited to:

- Many incentives to support the movement of talent, under all categories:
 - Provision of active transportation facilities (e.g., transit waiting areas, showers, bike parking, carpool parking spaces)
 - Provision of transit incentives (e.g., PointA membership, shuttle services, transit live information)
- Some incentives to support the movement of goods, under the categories “Parking” and “Implement Innovative TDM Initiative”:
 - Pick-Up and Drop-Off Zones
 - Accommodation of bicycle parking for non-standard bikes (e.g., cargo bike, trailers)
 - Delivery services
 - Subsidies for sustainable transportation use(s) not previously defined in the TDM guideline



Those incentives relevant to distribution, delivery, and trucking companies are already part of the City of Vaughan's Transportation Demand Management program, which applies only to new developments.

Smart Commute North Toronto, Vaughan

Smart Commute is a community-based program supported by York Region. It provides customized commuting services at workplaces (for employers, businesses, and organizations) to educate and enhance access to sustainable commuting options (e.g., carpooling, public transit, cycling, scooters, and more). PointA manages the North Toronto, Vaughan program, with services including:

- The Smart Commute App
- Emergency ride home
- Annual campaigns
- Site and commuter assessment
- Workplace champion support
- Employee engagement
- Marketing and communications

4.0 Insights: Benchmarking Other CIPs

4.1 Precedent International Incentives

This section summarizes case studies of various initiatives funded by municipalities to support employers and companies in implementing strategies for making the transportation of goods and talent more efficient. While CIPs are unique programs not commonly found in many municipalities, this review identified various case studies showcasing incentive programs at all levels of government that support logistics companies in undertaking transportation strategies. The following table summarizes the different case studies.

Case Study	What	How	Outcomes
Communauté métropolitaine de Québec: Grant for the Development of Travel Management Plan for Companies	Program to partially fund the development of a commuting Travel Management Plan for companies	Businesses and organizations with fifty or more employees in metropolitan pole can apply to receive financial aid equivalent to 50%, up to \$5,000, for a plan	Many notable institutions benefited from that program, such as health centres, shopping malls, and educational facilities
Oregon Metro: Regional Travel Options program	A three-year Regional program to fund and support transportation	Public organizations are eligible to apply to:	Many public organizations receive a grant to provide travel options and

Case Study	What	How	Outcomes
	demand management strategies to increase the use of travel options, reduce pollution, and improve mobility	<ul style="list-style-type: none"> • Core and emerging partner grant: \$7M is available, with grant awards starting at \$50,000 • General grant: A total of \$2.14M • Small grant: A total of \$172,000, including \$5,000 for mini grants and \$500 for micro grants 	active transportation infrastructure on their site, such as government agencies, nonprofit organizations, and schools
Nottingham City, UK: Workplace Travel Grant	Program to help companies implement workplace travel support solutions	Businesses and organizations can apply to a grant of up to £25,000	Multiple local businesses benefited from a grant to install sustainable transportation amenities

Case Study	What	How	Outcomes
The Netherlands Ministry of Infrastructure and the Environment: Optimizing Use Program	A national program to address congestion and create an efficient transportation network	A partnership between the public and private sectors; €170 million is budgeted across a total of seventy-five projects	19% reduction in congestion during peak hours, 17,000 additional bicycle parking spots, and an annual reduction of 70,000 tonnes of CO2 emissions

Communauté métropolitaine de Québec: Grant for the Development of Travel Management Plan for Companies

The Communauté métropolitaine de Québec, in collaboration with Mobili-T, has a program to partially fund the development of a Travel Management Plan for companies.¹ These plans are designed to provide a complete diagnosis of job site accessibility and to propose alternatives to the car-solo for commuting to and from work. Follow-up is required to assess the real impact of the proposed measures on employee commuting habits. This program has been ongoing since 2017.

¹ Communauté métropolitaine de Québec. (n.d.). *Plans de gestion des déplacements en entreprise*. Retrieved from <https://cmquebec.qc.ca/plans-de-gestions-des-deplacements-en-entreprise>



Eligible companies include all businesses and organizations with fifty or more employees located in metropolitan areas, suburban cores, industrial parks, and along major roads. These companies must aim to reduce the number of cars in their parking lots by 20% and retain their talent.

Financial aid is provided equivalent to 50% of the contribution made by the employer to develop a Travel Management Plan for employees, up to a maximum of \$5,000 per plan. To help companies develop their Travel Management Plan, the program encourages and promotes the service of their collaborator Mobili-T, a non-profit mandated by the *Ministère des Transports et de la Mobilité durable* to provide tailored solutions to facilitate sustainable mobility.

Notable institutions that developed a Travel Management Plan funded by this program include:

- CIUSSS Capitale Nationale, a public organization grouping offering different types of health services
- Cégep Garneau, an educational institution
- Place Ste-Foy, a shopping mall
- Laurier Québec, a popular shopping mall with major tenants

Oregon Metro, USA: Regional Travel Options Program

To help people access sustainable transportation options and understand their benefits, Oregon Metro has developed a Regional program aimed at increasing the use of walking,



biking, ridesharing, telecommuting, and public transit. The current round of applications is scheduled to run from 2023 to 2026.²

Government agencies, colleges, universities, public school districts or schools, and nonprofit organizations within Portland Metropolitan Planning Area are eligible to apply for Regional Travel Options grants. Solutions must be aligned with the Regional Transportation Plan and the Regional Travel Options Strategy. There are three possible grants that applicants can apply to:

- **Core and emerging partner track:** for organizations already involved in a long-standing commitment (on invitation only). An estimated \$7M is available, with grant awards starting at \$50,000
- **General grants track:** for all organizations (with no particular focus on transportation) that want to offer a variety of travel options. A total of \$2.14M is available throughout the 2023–2026 grant cycle.
 - Grant to help community organizations provide travel options service
 - Grant for installing active transportation supportive infrastructure (e.g., bike repair or charging stations, counters, wayfinding and markings, demonstration events)
 - Grants to test new approaches or reach new audiences to improve access to travel options
- **Small grants track:** supports materials and supplies of up to \$5,000 for activities that directly support the use of travel options and Safe Routes to School micro-

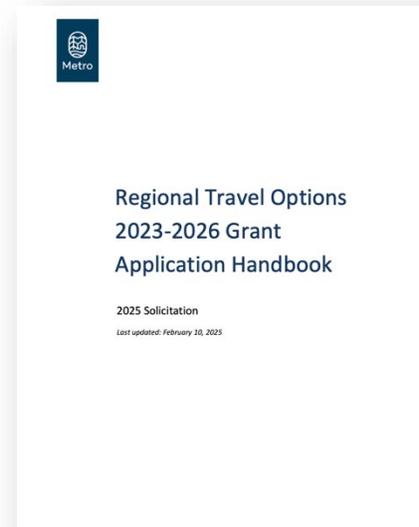
² Metro. (n.d.). *Regional Travel Options program*. Retrieved from <https://www.oregonmetro.gov/tools-partners/grants-and-resources/regional-travel-options-program>

grants, up to \$500 (available year-round). A total of \$172,000 is available for the grant period.

Applicants must review the grant application handbook to determine their eligibility, the requirements to meet, and access the submission forms and instructions. This handbook also provides a menu of options for measuring the benefits and actions of their implemented solutions.

The 2023 and 2024 rounds of applications awarded projects such as³:

- City of Gresham received \$9,906 to install a traffic playground at Davis Park.
- Portland Indigenous Marketplace received a \$53,600 grant to support the “Indigenous Safe Ways” program, enhancing transportation for vendors and the community to their markets.
- Trash for Peace received a \$42,174 Infrastructure grant to install bike parking at The Ellington, a multifamily affordable housing location in Northeast Portland.
- Lloyd EcoDistrict received a \$72,566 Innovation grant to develop the plan for a resilience and mobility hub at Holladay Park in Portland's Lloyd District.



³ Metro. (2024, June). *Metro's Regional Travel Options program announces second round of grant awards*. Retrieved from <https://www.oregonmetro.gov/news/metro-s-regional-travel-options-program-announces-second-round-grant-awards>

Nottingham City, UK: Workplace Travel Grant

In the UK, many cities run programs called “Workplace Travel Grant.” Nottingham City has been running this program since 2020.⁴ This program is designed to help companies save money, reduce staff travel costs, enhance staff health, fitness, and well-being, and alleviate local road congestion.⁵

Businesses and organizations of any size within the boundary of Nottingham City Council, as well as public sector organizations including those in Health and Social Care, medical centres, hospitals, emergency services, charity and voluntary organizations, and faith groups, qualify for this grant.

The program offers a grant of up to £25,000 to help businesses or organizations improve workplace travel options. Participation in the program includes receiving support from Sustrans, an active travel provider, to help deliver workplace travel events. Workplace travel support options include:

- **Cycling and walking:** bicycle parking and shelters, shower/changing/drying facilities, personal safety/security equipment and e-cargo bikes;
- **Public transport:** real-time display screen;
- **Electric vehicle support:** EV charging stations, installation costs, signage and marking, charging cables, warranty, and others; and

⁴ Nottingham City Council. (n.d.). *Workplace Travel Grant – Application 2020-23*. Retrieved from <https://info.nottinghamcity.gov.uk/workplace-travel-service/workplace-grant-application-2020/>

⁵ Transport Nottingham. (n.d.). *Workplace Travel Service*. Retrieved from <https://www.transportnottingham.com/project/workplace-travel-service/>

- **Parking management:** car parking infrastructure (e.g., barrier controls, signage).

Many local businesses benefited from a grant. Examples of applications include:

- Secure cycle shelters at Nottingham Hockey Centre,
- New secure cycle shelter at Dalton Wadkins,
- New shower facilities at Nottinghamshire Wildlife Trust, and
- EV charging points at Sat Bains restaurant.

Other cities in the UK are running similar programs, such as Cornwall⁶ and Plymouth.⁷

The Netherlands Ministry of Infrastructure and the Environment: Optimizing Use Program (*Beter Benutten*)

The goal of this Optimizing Use Program⁸ was for the Netherlands to maintain a solid infrastructure of roads that offers optimal mobility to individuals and businesses. The ministry aimed to address traffic jams and create an efficient network of roads, railways, waterways, and airways. The targets included reducing congestion during peak hours by 20% and improving door-to-door journey times for motorists in the busiest regions during rush hours by 10%. The program ran from 2011 to 2017.

⁶ Cornwall Council. (n.d.). *Workplace Travel Grant*. Retrieved from <https://www.cornwall.gov.uk/transport-parking-and-streets/sustainable-transport/workplace-travel-grant/>

⁷ Plymouth City Council. (n.d.). *Workplace travel grants*. Retrieved from <https://www.plymouth.gov.uk/workplace-travel-grants>

⁸ Ministerie van Infrastructuur en Waterstaat. (n.d.). *Beter Benutten* (archived). Retrieved from <https://minienw.sitearchief.nl/?subsite=beterbenutten#archive>

It operated in partnership with municipalities, provinces, urban regions, the national road and water authority, the Confederation of Industries and Employers, individual businesses, port authorities, and other relevant organizations. Within *Beter Benutten*, government and public authorities supported private investment and deployment, uniting private and public shareholders to share risks benefits.⁹ The program was founded on the assumption that a combination of multiple measures will make a difference. Approximately €170 million was budgeted across a total of seventy-five projects related to travel information, blue wave (shipping-related), green wave (traffic light-related), and dynamic traffic management.¹⁰

The program involved a four-step approach that businesses were required to follow, with the support of a project manager:

- Diagnosis of the problem with the interested stakeholders
- Development of cost-effective solutions
- Cooperation with government agencies or private sector businesses
- Monitoring and evaluation of the implemented solutions

Over 754 measures were concluded and implemented before the end of 2017. Presented in Figure 3, the outcomes of this national program were impressive. While some measures are high-scale solutions, examples of smaller implemented measures include¹¹:

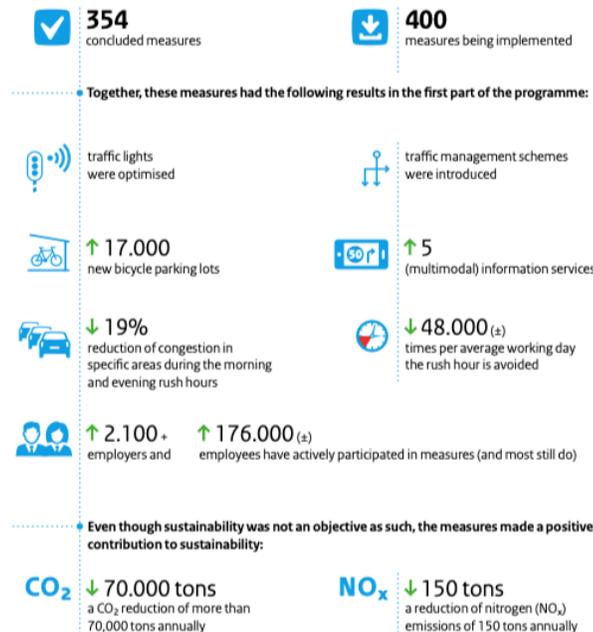
⁹ ITS International. 2016. "Accelerating Smart Mobility with Beter Benutten ITS." Accessed from: <https://www.itsinternational.com/products/accelerating-smart-mobility-beter-benutten-its>

¹⁰ Ministry of Infrastructure and the Environment, in cooperation with Connexxion/ITS Netherlands. *ITS-Plan the Netherlands 2013–2017*. 2012. Available at: <https://transport.ec.europa.eu/system/files/2016-09/2012-its-plan-the-netherlands-2013-2017.pdf>

¹¹ 15M City Specific.(n.d.). "Beter Benutten – Maastricht Bereikbaar." Retrieved from <https://www.15mcityspecific.org/blog/initiative/beter-benutten-maastricht-bereikbaar/>

- Rush-hour reduction of home care staff in Twente: Staff of home care institutions now use e-bikes to travel to patients
- Multiple new bicycle parking lots and shelters
- Working from home and flexible work hours
- Assistance in purchasing bikes
- Other Travel Smart and Work Smart initiatives

Figure 1. Outcomes of Optimizing Use Program. Source: Ministry of Infrastructure and the Environment



The case studies presented are mainly relevant to the movement of talent working for logistics companies (i.e., commuting). No case studies were found on incentive programs that specifically focus on the efficient movement of goods for logistics companies. However, many initiatives by private companies are funded by municipalities to make the movement of goods more efficient, often encouraged through pilot projects as distinct programs, such as on-street mini hubs, public parcel lockers, or on-demand transit services. As next steps, Mobycon recommends:

- Preparing a menu of transportation strategies to include in the incentive program, to facilitate participation from companies.
- Engaging with logistics companies based in the City of Vaughan (e.g., delivery, distribution, and truck companies) to review the menu of options and better understand what types of incentives to include for the movement of goods that would be of interest to logistics companies.

4.2 Summary of Insights to Inform the CIP

Below are five key takeaways from the benchmarking review of various CIPs and incentive programs. These takeaways could inform Vaughan's approach to its Moving Goods and Talent CIP.

1. The various programs all provide continuous support to applicants in implementing their desired and most appropriate solutions, whether by assigning a project manager from the program, connecting them with an expert consultant, ensuring collaboration among all parties involved, or offering resources and toolkits with helpful tips. Ongoing support and partnership are key.
2. All programs believe that success relies on tailored and context-sensitive solutions. There are no one-size-fits-all solutions. All businesses, employers, and employees have different needs. It's the combination of many initiatives and measures that can make a difference.
3. The programs typically provide a submission form, an application handbook, or an email address to obtain more information about the program. The application process should be straightforward for businesses.
4. The Workplace Travel Grant in the UK and the Oregon Metro Travel Options Program are valuable references for the City of Vaughan Community Improvement Plan, particularly in terms of the level of government, the clear scope of the program, and the provision of a menu of "transportation strategies" for companies to undertake.



- a. These programs rely heavily on the clarity and communication of the program. The possible amount of the grant that businesses can receive is clearly indicated, as well as the type of solution that is eligible for the grant. Requirements and indicators of success are also clearly communicated.
 - b. They both share successful solutions from local businesses on their blogs and websites, fostering a sense of pride and belonging that encourages community participation in the effort.
5. **Monitoring and evaluating** the solutions is also crucial for sharing success and ensuring the viability of the implemented measures. Companies usually report back on the outcomes of their implemented solutions.

5.0 Areas of Interest for Vaughan's Moving Goods and Talent CIP

An "Area of Interest" for the Efficient Movement of Goods and Talent incentive programs within the CIP refers to certain areas of the City identified for further analysis to assess transportation and mobility needs and opportunities, such as planning framework/permissions, development potential, and accessibility to transit and amenities.

The analysis aims to determine the level of need and opportunity for the City to potentially allocate resources, including grants and loans, to support the movement of goods and talent in these targeted locations. If warranted, Areas of Interest explored may be designated as Community Improvement Projects Areas (CIPA).

5.1 Identifying Areas of Interest

Areas of Interest have been identified based on the 2023 VTP, which produced a new street classification by area type, as shown in the map on the following page. In particular, the following have been identified as Areas of Interest for the purpose of the Moving Goods and Talent CIP:

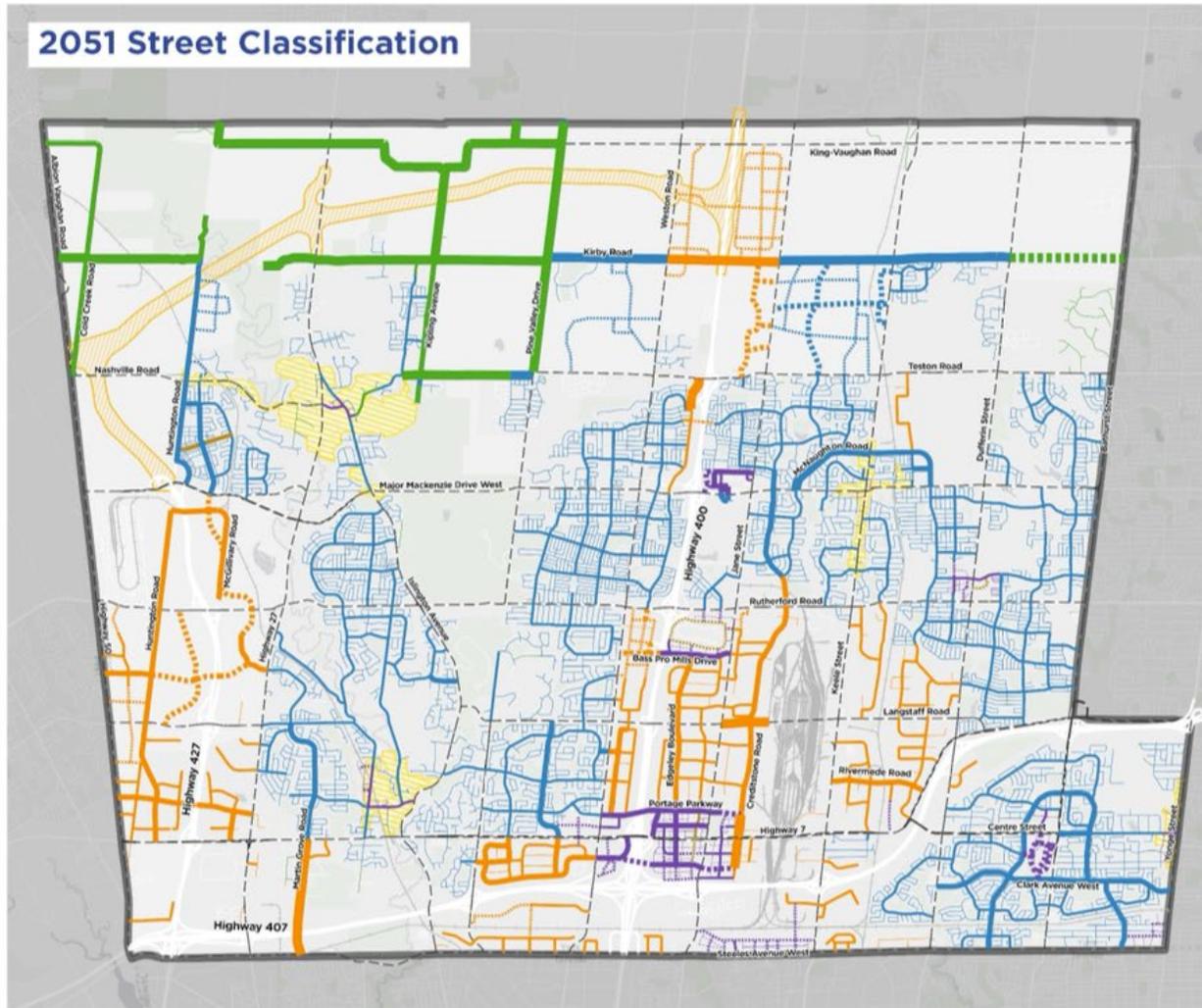
1. **Employment Street Classifications**, as shown in orange, because growth in jobs and different employment opportunities require talent/employees to get to their place of employment safely and conveniently, and last-mile mobility options will provide faster and more pleasant experiences for commuters, while also being more environmentally sustainable. In addition, as a City with freight-dependent construction, manufacturing, transportation, and warehousing and wholesale trade industries, there is an opportunity to move goods and services more efficiently.
2. **Intensification Street Classifications**, as shown in purple, because City intensification and population growth means that people need different options to get from point A to



point B safely and conveniently. Complete Communities support a diverse mix of land uses including employment, and active transportation and transit options will reduce car dependency and enable people to live car-light or car-free.

In both areas, it will be important for Vaughan’s long-term financial and environmental sustainability to plan for more sustainable modes of travel and allow for a mix of land uses.

Map 1: Vaughan Transportation Plan, 2023 Street Classifications – Areas of Interest for the CIP



Legend

Street Classification

- Arterial
- Major Collector
- Minor Collector
- Local
- Natural
- Community
- Employment
- Intensification
- Proposed Street

- Laneway
- Special Classification
- York Region Arterial Road

Base Map Features

- Railways
- Heritage Conservation Districts
- Proposed Highway 413 Corridor
- City of Vaughan Boundary

Notes:
If street classifications are not consistent between this Schedule and the Secondary Plan, the document that is most recent shall apply.

Standard right-of-way requirements, including but not limited to street elements and widths, may be reviewed and modified in designated Heritage Conservation Districts at the discretion of the City.

Additional information on streets with Special Classification can be found in the corresponding Secondary Plan and/or Area Specific Policies of the Vaughan Official Plan.



Employment Areas

There are many established Employment Areas in the City of Vaughan, and over the next several decades, employment growth within Vaughan will be driven by demand by knowledge intensive and creative forms of economic activity, as well as goods-movement-related sectors.

Employment areas of opportunities that are promoted by the City's Economic Development department include:

- The Innovation Corridor, which links major technology companies and innovation assets, including the Cortellucci Vaughan Hospital and Vaughan Metropolitan Centre (VMC) to some of Canada's top universities and world-renowned research hospitals;
- The Healthcare Corridor, which connects the Vaughan Healthcare Centre Precinct (VHCP) and Mackenzie Richmond Hill Hospital with future community health assets like the North Maple Regional Park;
- The Next Generation Auto Cluster, connecting employment lands in Concord with Weston 7 and beyond via Highway 7, and anchored by industry leaders such as Tesla Motors, Rivian Automotive, and Lucid Motors, is a location for next-generation automotive retail;
- Promenade Centre and Yonge Steeles Centre have been identified for mid-rise, high-rise, and mixed-use urban development, and urban intensification in these areas offers opportunities, particularly, for office and retail use;
- The Vaughan Enterprise Zone (VEZ) is a vast business area with significant goods-movement infrastructure in Vaughan's west end, where more than a third of the land is developable, offering one of the largest supplies of vacant employment lands in the GTA;
- The Vaughan Metropolitan Centre (VMC) is Vaughan's emerging downtown core that offers unparalleled access to office space, multimodal mobility and urban amenities—all located within the heart of the Greater Toronto Area (GTA);

- Vaughan Mills Centre is a hub for shopping and entertainment and one of the city's emerging urban areas offering a vibrant mixed-use urban centre that has been designated a vital intensification area within Vaughan;
- The Vaughan Village Corridor attracts talent and businesses that support the creative industries throughout the City, and presents significant opportunities for retail, performing arts, film, fine arts and design, financial and legal services, and real estate.

Strategic Growth Areas

Many of the City's Secondary Plans are focused on infill transit-supportive development, aiming to align land use planning and more sustainable travel behaviour, in alignment with VTP objectives. These areas are critical to the future growth of the City in a manner which supports transit and active transportation and reduces reliance on the personal automobile.

Strategic Growth Areas, ranging in height and intensity of use, include:

- The Vaughan Metropolitan Centre (VMC), which is the major focus for intensification and development;
- Regional and Primary Intensification corridors, which will link VMC with other intensification areas in Vaughan and York Region;
- Primary centres, intensification through mixed-use high- and mid-rise buildings at intensities supportive of transit; and
- Local centres, which provide mixed-use focus in a manner compatible with the local context.

In terms of assessing these areas for existing conditions/attributes, needs, opportunities, as well as modal considerations, much work has already been done as part of the VTP, 2023, as summarized on the following pages.



5.2 Assessing Areas of Interest

Existing Conditions/Attributes

As part of the creation of the City's new proposed Street Classification, and as part of the new VTP, existing conditions in terms of attributes and modal opportunities in the City's employment and intensification areas were documented, as shown in Tables 2 and 3 below:

Table 2: Existing Conditions/Attributes and Modal Opportunities in Intensification Areas

Strategic Growth Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
Attributes				
Urban Structure Designation	Community areas, New Community areas	Intensification areas – VMC, primary centres, local centres	Intensification areas – VMC, primary and local centres	Intensification areas – primary and local centres
Modal Priorities (listed in order of priority)	Transit; Walking and Cycling; Private Vehicles; Heavy Trucks	Transit; Walking and Cycling; Private Vehicles; Heavy Trucks	Pedestrians and cyclists; Transit; Private Vehicles	Pedestrians and cyclists; Private vehicles
Flow Characteristics	Uninterrupted flow except at signals, stop signs, or other controlled access points	Interrupted flow by passive traffic calming (narrow lanes, drive access) and signals	Interrupted flow by passive traffic calming (narrow lanes, parking/layby, drive access) and signals; property frontages that include frequent drive access to industrial/commercial property	Interrupted flow by passive traffic calming (narrow lanes, drive access) and signals; property frontages that include frequent drive access to residential and commercial/retail property
Design Speed	60 km/h	50 km/h	40 km/h	3 km/h
Maximum Number of Lanes	4	4	2 driving lanes and 1 parking lane	2 driving lanes and 3 parking lanes

Strategic Growth Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
Minimum Right-of-Way (mid-block)	36 m	29 m	24 m	20.5 m
Modal Considerations				
Walking	At a minimum, meet AODA requirements on both sides of the street	Minimum 2.0m sidewalk to support pedestrian demand in intensification areas with enhanced streetscaping for comfortable pedestrian experience	24 m	Minimum 2.0m sidewalk to support pedestrian demand in intensification areas with enhanced streetscaping for comfortable pedestrian experience
Cycling	Protected Cycle Track (Class 1) and Reduce Speed; Protected Bicycle Lane or Bicycle Path (Class 1)	Buffered Bicycle Lane or Cycle Track (Class 1); Protected Cycle Track (Class 1)	Protected Cycle Track (Class 1)	Shared on-street
Transit	Transit vehicles should be accommodated	Minimum lane widths to accommodate transit must be provided	Minimum lane widths to accommodate transit must be provided	Typically, no transit service
Vehicle			Speeding may occur, especially in flat, straight segments of roadway. Narrower lane widths could be	Additional traffic-calming measures (such as curb extensions) may be required to encourage

Strategic Growth Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
			considered to prevent speeding.	vehicles to operate at the design speed
Goods Movement	Heavy trucks should be expected, especially those Community Arterials identified in York Region's Strategic Goods Movement Network	Heavy truck usage is not expected unless designated as a truck route	Speeding may occur, especially in flat, straight segments of roadway. Narrower lane widths could be considered to prevent speeding.	No major role in goods movement
Intersection Treatment	Additional turning lanes could be accommodated within existing ROW or through widening at intersections as described in detailed design guidance	Turning lanes may be accommodated through reallocating widths from other cross section elements (i.e., planting strip) or localized widening at intersections as described in detailed design guidance	Turning lanes may be accommodated through reallocating widths from other cross section elements or localized widening at intersections as described in detailed design guidance	Turning lanes may be accommodated with localized widening at intersections as described in detailed design guidance. Please note that depending on intersection spacing, localized widening may need to span the entire segment between intersections.
On-Street Parking	No	Off-peak on-street parking could be considered	May be provided one side of the street at 2.2m width, or parking area can be redistributed to other	On-street parking to be provided on at least one and potentially both sides of the street

Strategic Growth Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
			uses at the discretion of staff. The ROW cannot be reduced from 24m. If parking is provided, encourage short-term duration of parking through regulations and/or pricing.	
Other	Some Community Arterials may be candidates for uploading to York Region, so adherence to Regional design standards may be appropriate			

Table 3: Existing Conditions/Attributes and Modal Opportunities in Employment Areas

Employment Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
Attributes				
Urban Structure Designation	Community areas, New Community areas	Employment areas	Employment areas	Community areas, New Community areas

Employment Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
Modal Priorities (listed in order of priority)	Transit; Walking and Cycling; Private Vehicles; Heavy Trucks	Pedestrians and cyclists; Transit; Vehicles; Trucks	Heavy Trucks; Pedestrians and cyclists; Transit; Private Vehicles	Pedestrians and cyclists; Private Vehicles
Flow Characteristics	Uninterrupted flow except at signals, stop signs, or other controlled access points	Interrupted flow by passive traffic calming (e.g., drive access) and signals	Interrupted flow by passive traffic calming (e.g., narrow lanes, drive access) and signals	Interrupted flow by passive traffic calming (narrow lanes, drive access) and signals; property frontages that include frequent drive access to residential property
Design Speed	60 km/h	50 km/h	40 km/h	30 km/h
Maximum Number of Lanes	4	4	2	2 driving lanes and 1 parking lane
Minimum ROW (mid-block)	36 m	29 m	24 m	19 m
Modal Considerations				
Walking	At a minimum, meet AODA requirements on both sides of the street	Meet AODA requirements on both sides of the street	Meet AODA requirements on both sides of the street	Meet AODA requirements on both sides of the street
Cycling	Protected Cycle Track (Class 1) and Reduce Speed;	Buffered Bicycle Lane or Cycle Track (Class 1);	Buffered Bicycle Lane or Cycle Track (Class 1)	Shared on-street

Employment Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
	Protected Bicycle Lane or Bicycle Path (Class 1)	Protected Cycle Track (Class 1)	1); Protected Cycle Track (Class 1)	
Transit	Transit vehicles should be accommodated	Minimum lane widths to accommodate transit must be provided	Minimum lane widths to accommodate transit must be provided	Typically, no transit service
Vehicle				Additional traffic-calming measures (such as curb extensions) may be required to encourage vehicles to operate at the design speed
Goods Movement	Heavy trucks should be expected, especially those Community Arterials identified in York Region's Strategic Goods Movement Network	Heavy trucks should be expected and accommodated through design	Heavy trucks should be expected and accommodated through design	No major role in goods movement
Intersection Treatment	Additional turning lanes could be accommodated within existing ROW or through widening at intersections as	Turning lanes may be accommodated through reallocating widths from other cross section elements (i.e.,	Turning lanes may be accommodated through reallocating widths from other cross section elements (i.e.,	On-street parking provided on one side

Employment Areas	Arterial Roads	Major Collector Roads	Minor Collector Roads	Local Roads
	described in detailed design guidance	planting strip) or localized widening at intersections as described in detailed design guidance	planting strip) or localized widening at intersections as described in detailed design guidance	
On-street Parking	No	Off-peak parking could be accommodated as appropriate	No	Turning lanes may be accommodated with localized widening at intersections as described in detailed design guidance. Depending on intersection spacing, localized widening may need to span the entire segment between intersections.
Other	Some Community Arterials may be candidates for uploading to York Region, so adherence to Regional design standards may be appropriate			

Existing Network Gaps

Background work for the VTP also identified gaps in the existing multimodal networks from a system perspective. This perspective is vital to ensure that transportation improvements are not limited to addressing localized capacity constraints, but rather that they address the lack of choice—either choice of travel mode or choice of route—that contributes to demand exceeding capacity. The gap identification analysis was completed using GIS and spatial analyses, resulting in a long list of gaps in the walking, cycling, transit, and road network. The results are summarized below.¹²

Note: This assessment did not focus only on employment or intensification areas but had a City-wide focus. Still, the findings are applicable to this Efficient Movement of Goods and Talent CIP Study Areas of Interest.

The following existing gaps were identified:

- **Connectivity Islands:** Parts of the City are isolated areas where network connectivity is good, but with few connections to the rest of the City. Often, these islands are bounded by arterial roads, railways, and natural features, such as water courses.
- **Barriers:** Continuous land uses and major facilities such as the CN McMillan Yard, or natural features which result in gaps and barriers between areas of network connectivity.

¹² City of Vaughan. 2023. “*Transportation Master Plan. Appendix B: Transportation Needs Assessment and Alternative Redevelopment Report.*”

- **Street Design:** Land parcels with long block sizes (i.e., where the road intersection density is low due to industrial roads or curvilinear local streets).
- **Inner Blockages:** Blocks or land parcels which feature a discontinuous interior patchwork of biking/walking network routes.
- **Missing Connection:** Individual gaps in the biking/walking network separating areas of good connectivity from one another or from intensification areas and other major trip generators.
- **Undeveloped Areas:** Major arterials without high-frequency transit service during the a.m. Locations may be considered unsuitable for transit service from a land-use perspective (industrial lands, undeveloped areas).
- **Sparse Stops:** Distance between consecutive stops is long or service along the corridor stops. Extending the service would benefit surrounding communities (frequent service would connect to developed residential areas and commercial lands).
- **First Mile/Last Mile:** Inner blocks are not well connected to major arterials that have high-frequency service.
- **Collision Hotspots:** These include midblock and intersection locations with collision incidents. Collisions involving pedestrians and cyclists include fatal and seriously injured.

Overall, the gap analysis resulted in over 200 locations and corridors that require some form of improvement.

5.3 Meeting Official Plan Criteria for a CIPA

As previously discussed, Section 10.1.2.14 of the VOP, 2010 sets out that CIPAs may be designated by By-law, pursuant to Section 28 of the *Planning Act*, for areas that display any or all the following criteria. Based on the above assessment, Table 4 is a summary of how

the Areas of Interest meet the criteria for designating a Community Improvement Project Area, which would allow them to be designated as CIPAs and for a CIP to be prepared.

Table 4: Vaughan Official Plan CIPA Criteria for Areas of Interest

Criteria for a CIPA	Employment Areas	Intensification Areas
a) Inadequate municipal infrastructure, including piped services, streets and streetscapes, public parking facilities and/or stormwater management facilities;	✓	✓
b) Inadequate community services such as public recreational/cultural facilities, public open space and/or social services, including affordable housing;		
c) Building and/or property deterioration, including façade treatment; to the extent that it has a negative effect on the overall image of the broader community;		
d) Faulty arrangement of lands;	✓	✓
e) Encroachment of incompatible land uses;		
f) Poor overall streetscape and design;	✓	✓
g) Existing or potential Business Improvement Areas;		
h) Vacant lots with redevelopment or infill potential to achieve Urban Structure;	✓	✓
i) Underdeveloped properties which have potential for redevelopment or expansion to better utilize the land base to achieve the desired Urban Structure;	✓	✓

Criteria for a CIPA	Employment Areas	Intensification Areas
j) Development at densities that are too low to support planned transit facilities;	✓	✓
k) Barriers to the improvement or development of vacant or underutilized lands or buildings such as lots that are brownfields, contaminated soil, fragmented ownership, or financial disincentive to private investment;		
l) Conservation of heritage resources through restoration, rehabilitation, and adaptive re-use; and/or		
m) Any other reason as provided for under the <i>Planning Act</i> .	✓	✓

6.0 What We've Heard: Engagement Inputs

The following is a summary of the key takeaways from the City of Vaughan CIP engagement workshops held throughout November to December 2024. Frequently heard comments from participants regarding the movement of goods and talent and the use of community improvement tools in the City of Vaughan are as follows:

- Existing parking requirements are too stringent.
- Focus can/should be on neighbourhoods that connect to centres/other areas; these areas of interest should connect with each other.
- Significant congestion on existing roads (particularly Highway 7).
- Consider investing in car-sharing services.
- Consider investing in separate biking infrastructure.
- Need to plan for open space and pedestrian connectivity.
- Last-mile solutions are particularly critical around the Vaughan Metropolitan Centre (and higher-order transit in general).
- Potential collaboration with the City's existing Autonomous Vehicle initiatives (e.g., OVIN).
- Consider incentives for streetscaping.
- Developers have a desire to "over-build" in one location, and "under-build" in another, need more agility/flexibility from the City.
- Interest in how to incentivize EV charging stations.
- Strategies to reduce car dominance, including making transit investments more attractive and accessible to the broader population, and addressing the perception that transit is not for everyone.
- Highlight the need to enhance transit connectivity and market its benefits effectively to change public perception and encourage usage.

- Last-mile solutions need to focus on showcasing a variety of transportation options to reduce reliance on single-occupancy vehicles.
- Autonomous shuttles in the VMC (pilot program idea).
- Need for centralized parking lots, but this is challenging from an approval perspective.
- Automated delivery trucks—what will be their impact on the street network?
- Consider the City of Vancouver “EVO” program, where residents can park in any municipal parking lot.
- Highway 50 improvements are underway; broader/similar strategies are needed.
- Interest in how to incentivize/facilitate drone delivery.
- Need for effective transit investments.
- Last-mile solutions to reduce traffic congestion and ensure transit options are widely accessible and well-known. Provide best practices for transportation services and offer commuting packages for small businesses to encourage diverse transit usage.
- Work with organizations like PointA for innovative ideas and support small business programs with commuting packages.
- Conduct collaborative campaigns to promote the use of transit over driving and parking.

7.0 Ideas and Options for the CIP

7.1 Potential Vision and Goals

Based on the research completed and documented in this Efficient Movement of Goods and Talent Background Study, a potential Vision Statement and set of goals have been identified for the CIP.

Vision Statement

Vaughan envisions a dynamic and interconnected City where the movement of goods and talent is seamless and fosters economic vitality, enhances community well-being, and promotes sustainable practices. Through comprehensive transportation solutions, a vibrant city that prioritizes accessibility, connectivity, and livability for all residents and businesses is realized.

Goals

Other City projects such as the Vaughan Transportation Plan and Official Plan have identified the need for innovation and implementation of next-generation goods and people movement solutions. The overarching goal of the Efficient Movement of Goods and Talent CIP is to respond to this need through the following actions:

1. Support Sustainable and Efficient Goods Movement
 - Develop a robust network of last-mile transportation solutions that facilitate efficient movement of goods and talent.

- Encourage the adoption of company commitments to providing sustainable solutions in the delivery, distribution, and transport of goods and talent, such as off-peak operations.
 - Encourage companies to explore the integration of emerging technologies, such as autonomous delivery systems and smart traffic management solutions, to enhance the efficiency of goods movement and improve transportation services.
 - Enhance partnerships and collaboration with community stakeholders, including businesses and transit authorities, to develop attractive incentives to enhance the movement of goods and talent.
- 2. Establish a Targeted Incentive Program**
- Attract business investment by designing an incentive program that encourages eligible companies to invest in logistics and infrastructure that work to decrease traffic congestion while enhancing the movement of goods in Vaughan.
- 3. Monitor Impact and Adapt Over Time**
- Identify implementation and monitoring criteria to ensure CIP effectiveness and adapt over time to ensure demand is being met.

7.2 Ideas and Options for a CIPA

It is recommended that incentive programs geared toward the Efficient Movement of Goods and Talent be considered across the City, designating the entire boundary of the City of Vaughan as the CIPA. This best acknowledges the entire transportation network.

The City could also identify the following CIP Precincts, which could also be eligible for financial incentives to address certain area-specific needs and issues for mobility:

- Any business within Vaughan that has more than 100 employees; or
- A company within the distribution and logistics industry of any size.

7.3 Financial Incentive Ideas and Options

CIP tools under the *Planning Act* are flexible in nature, meaning the City is provided the ability to be as locally responsive as needed to ensure the programs, eligibility criterion, and incentive values are appropriate to the needs of Vaughan today and into the future.

The following financial incentive program has been identified, as per Table 5 below, which the City of Vaughan could implement as part of its Efficient Movement of Goods and Talent Community Improvement Plan, with reference to which of the potential tiers they could be made available:



Table 5: Transportation Demand Management Strategy Financial Incentive Program

Incentive Program Type	Purpose	Eligibility	Potential Value/Financial Impact
Transportation Demand Management Strategy – Forgivable Loan	<p>There are approximately 1,200 logistics and distribution companies in Vaughan, as well as approximately 430 companies with 100+ employees (2% of all businesses).</p> <p>The purpose of this incentive program is to provide logistics and distribution companies and medium-to-large sized businesses the opportunity to undertake a transportation strategy</p>	<ul style="list-style-type: none"> Any business within Vaughan that has more than 100 employees Any size of company that is in the distribution or logistics industries Eligible uses include professional and consulting fees The grant would be established within two phases: 1) Enter into an agreement with the City and commit to implement any actions identified by the City ; 2) Implement recommendations with top-up 	<p>Up to \$25,000 per company (allows for forty companies with an average of \$25,000 grant = \$1,000,000 total invested by the City).</p>



Incentive Program Type	Purpose	Eligibility	Potential Value/Financial Impact
	<p>to optimize operations, reduce costs, improve delivery times, and increase customer satisfaction. This program incentivizes companies that are larger contributors to vehicular or truck traffic within the city to undertake a transportation strategy, providing the City with access to reports and ongoing data collection.</p>	<p>funding, at the review and discretion of the City.</p>	



8.0 Next Steps

The proposed financial incentive program identified in this Background Study will be presented to Council and shared with stakeholders and the public throughout Summer and Fall of 2025. The Project Team will put forward a draft CIP with the proposed incentives for further feedback in Fall 2025. The CIP will then be refined and adjusted based on the input gathered and presented to Council for further approval in Spring 2026.

Please visit the City's Community Improvement Plan website at www.vaughan.ca/cip to be informed on important dates, including upcoming engagement events and public meetings.