



Town of East Gwillimbury

JOINT CORPORATE SERVICES, COMMUNITY PARKS, RECREATION AND CULTURE AND COMMUNITY INFRASTRUCTURE & ENVIRONMENTAL SERVICES REPORT CIES2020-30

To: Council

Date: December 15, 2020

Subject: Centre Street Revitalization Project Implementation Strategy

Origin: Centre Street Revitalization Multi Department Project Steering Committee
Community Infrastructure and Environmental Services – Engineering Branch
Corporate Services Department – Finance, Economic Development and
Corporate Communications Branches
Community Parks, Recreation and Culture Department – Parks Branch

RECOMMENDATIONS

1. **THAT** the Joint Corporate Services, Community Parks, Recreation and Culture and Community Infrastructure & Environmental Services Report CIES2020-30 dated December 15, 2020, regarding the Centre Street Revitalization Project Implementation Strategy be received; and
2. **THAT** staff provide regular updates to Council on this important community project.

PURPOSE

The purpose of this report is to advise Council of the Implementation Strategy for the Centre Street Revitalization project.

BACKGROUND

Municipal infrastructure provides the foundation for the economic, social and environmental health and growth of a community. Municipalities own and manage 57% of all publicly owned infrastructure in the country.

Leveraging opportunities to enact Council's strategic plans

The community of Mount Albert is a historic and rural service centre and village. Over the years the Town, in partnership with local business and business groups/associations have sought opportunities to invest in local business development and the downtown core including leveraging infrastructure stimulus grant fund programs.

With the successful grant fund application made through the Investing in Canada Infrastructure Program (ICIP), staff subsequently organized into a Multi Department Project Steering Committee to advance the revitalization of the Mount Albert Downtown core.

The following table outlines the major activities to date in this project's continuity.

Activity	Date
Project Initiation	
<ul style="list-style-type: none"> • Mount Albert Downtown Revitalization Strategy and Community Improvement Plan approved 	Q3 2014
<ul style="list-style-type: none"> • Investing in Canada Infrastructure Program (ICIP), Rural and Northern Communities Funding Stream announced 	Q1 2019
<ul style="list-style-type: none"> • Preliminary project scoping and budgetary cost estimate 	Q2 2019
<ul style="list-style-type: none"> • Council's endorsement of the Grand Application Candidate Project via CIES Report CIES-2019-012, Investing in Canada Infrastructure Program (ICIP), Rural and Northern Communities Funding Stream 	Q2 2019
<ul style="list-style-type: none"> • ICIP Grant Application submission 	Q2 2019
<ul style="list-style-type: none"> • Province announces EG's application is successful 	Q3 2019
<ul style="list-style-type: none"> • Establish Project Steering Committee 	Q1 2020
<ul style="list-style-type: none"> • Execution of the Transfer Payment Agreement via CIES Report CIES-2020-006, Mount Albert - Centre Street Revitalization Project, Transfer Payment Agreement 	Q2 2020
Project Planning	
<ul style="list-style-type: none"> • Project Steering Committee meetings to develop and complete the project Charter and Terms of Reference 	Q2-Q4 2020
<ul style="list-style-type: none"> • Joint Report CS, CPRC and CIES Report CIES-2020-30, Centre Street Revitalization Project Implementation Strategy 	Q4 2020

ANALYSIS

Centre Street Revitalization is a collaborative and comprehensive effort to affect positive change in Downtown Mount Albert

Centre Street’s revitalization creates an opportunity to leverage skills and resources across multiple municipal departments to deliver a project that achieves a number of strategic and complete community goals. To this end, a multi-discipline Project Steering Committee was formed to direct, manage and undertake the project. The committee is comprised of members from CIES, CPRC, Finance, Economic Development, Corporate Communications and Legal Services.

The committee developed a robust project charter that includes:

- Detailed scope of work;
- Strategies for effective communication;
- Project sequencing;
- Risk management tactics;
- Quality and success metrics for tracking and reporting, and;
- Fulfillment of administrative requirements from the Province.

The project’s implementation strategy has a total project life cycle of 5 years spanning from 2021 through to 2025. The proposed major project objectives and milestones are as follows:

Objectives	Timing
Stakeholder Engagement and Design Milestones	
<ul style="list-style-type: none"> • Acquisition of a Professional Services Consultant(s) 	Q1 2021
<ul style="list-style-type: none"> • Preliminary & detailed design development, 4 consultations and related reporting as necessary 	Q2 2021 to 2023
Construction Milestones	
<ul style="list-style-type: none"> • Advanced procurement of materials (hydro poles and streetlight fixtures) 	2021/2022
<ul style="list-style-type: none"> • Tender & Award Advanced Utility Relocation Construction Contract 	2022
<ul style="list-style-type: none"> • Advanced Utility Relocation Construction completion 	2022/2023
<ul style="list-style-type: none"> • Tender & Award Civil Construction Contract 	2023

Objectives	Timing
<ul style="list-style-type: none"> • Civil Construction Complete 	2024
Administrative Milestones	
<ul style="list-style-type: none"> • Grant funding cost reimbursements 	2022-2025
<ul style="list-style-type: none"> • Provincially directed Project Signage 	2022
<ul style="list-style-type: none"> • Provincially directed communications and events 	As required
<ul style="list-style-type: none"> • Final grant fund reimbursement, project closure 	2025

The Project Steering Committee are developing the Terms of Reference to procure the necessary professional services and anticipate the award of this tender in approximately Q1 2021. Once awarded, the successful proponent’s work plan will be integrated into the project’s overall timetable.

The wide range of services covered through the design phase of the project include:

- Four (4) anticipated consultation and reporting milestones with a variety of stakeholders that will collectively develop concepts and detailed designs for both core infrastructure, utilities, parkette and boulevard amenities as well as integrate Economic Development services to improve the vitality and sustainability of the Downtown Core.
- Specific Economic Development services including:
 - Business survey, metrics, analysis and reporting
 - Collaboration with other services providers and integrate where applicable, support activities such as and not limited to business skill development, capacity building and Front Facia Program framework
- Balancing boulevard, parking and road platform space usage and design development from concept through to implementation.
- Integration of Public Realm and Urban Design standards (streetscape enhancements) for lighting, streetscape and boulevard furniture and amenities.
- Utility pole upgrading and realignment to optimize the public space and remove barriers.
- Downtown Core Parkette design development.
- Community and Downtown Gateway Features, Park and Facility signage.
- Traffic, business and pedestrian movement continuity and management planning with consideration for COVID-19 guidelines.

Attachments Nos. 1 & 2 are revitalization concept renderings that staff anticipate future consultations with stakeholders may be framed around. These are provided as

information only and do not necessarily reflect the actual direction that the proposed designs will take.

Downtown Mount Albert will be modernized and transformed by the end of 2024

Locations where anticipated physical improvements will be scoped through public consultation and the design development process are shown in Attachment No. 3 and include the following streets:

- Centre Street, Elizabeth Street to Centre Street Bridge No. 000700
- Main Street, Mount Albert Park to Centre Street
- Mill Street, Water Street to Centre Street
- Elizabeth Street, Centre Street to Alice Street
- Bank Street, Centre Street to Alice Street
- Downtown Core Parkette (construction integration subject to funding availability)

Staff anticipate that construction would take place on these streets over a 3 year period under 2 focused contracts with the first expected in 2022 to relocate utilities and the second expected in 2023 through to 2024 for the main civil works. Actual construction activities and timing will be further refined through the consultation and design development process once a professional services consultant has been retained. Staff will communicate updates to Council and the public through future reporting.

How do we measure the impact that this project has on the community?

The Project Team developed Quality and Success metrics to assess short and long term impacts that the Downtown Revitalization will have on the community. They are proposed as follows:

Outcome Category	Metrics
Economic Development	<ul style="list-style-type: none"> • Change in Downtown vacancy rate for business and residential/apartment • Change in ICI occupancy rate • Number of new investments by existing businesses • Number of new businesses attracted • Value of building permits issued • Number of new jobs created or retained • Survival rate for new businesses • Value of Tax Assessment change • Value or percentage change of business profitability (if feasible)

Outcome Category	Metrics
Arts, Recreation and Culture	<ul style="list-style-type: none"> • Number of Town lead events • Number of Community lead events • Number of net-new events • Number of events held in newly created spaces • Park and Community Centre user counts
Customer Service	<ul style="list-style-type: none"> • General inquiries • Construction inquiries • Service and access interruptions • Feedback type from Service Requests and Social Media channels
Claims	<ul style="list-style-type: none"> • Number of claims received • Number assessed as valid and processed
Project efficiency	<ul style="list-style-type: none"> • Time, planned schedule compared with actual delivery • Cost, budgetary estimates compared with actual expenditures

FINANCIAL IMPLICATIONS

There are no specific financial impacts associated with this report. The Town's grant application consists of the following:

- | | |
|-------------------------------------------|-----------------------|
| • Total Eligible Project Costs | \$2,726,264.88 |
| • Town's Portion - Mandatory Contribution | \$454,051.71 |
| • Provincial/Federal Grant Amount | \$2,272,213.17 |

Council approved Project No. 20-041, Downtown Mount Albert - Centre Street Revitalization to fund anticipated costs in 2020 and 2021. A subsequent 2022 Capital Budget project will be submitted for Council's consideration to fund the proposed construction costs covering the periods from 2022 through to 2025.

Staff note that the Province has identified a number of items that are ineligible for grant funding. As the project scope matures and if the Town wishes to implement ineligible project items, the Town would be solely responsible for funding these ineligible items. Some examples of ineligible costs include street furniture, trails, storm and sanitary sewers, watermain, etc.

Where these ineligible costs are determined to be advantageous and practical to deliver as part of this project, capital budget requests will be brought forward for Council's consideration.

NEED FOR PUBLIC CONSULTATION

There will be significant Council, public and stakeholder consultation taking place as part of the project's overall delivery strategy starting in 2021 through to 2023. The overall Communications Strategy includes the following components:

- Project specific webpage hosted on the Town's website.
- Regular update broadcasts through all publication and digital media channels.
- Providing regular Council updates to communicate the project to Council and the public as well as to obtain feedback and direction on design and any scope changes.
- Up to 4 Public Information Centres for consultation.
- Developing and communicating quality and success metrics.
- Integration with Provincial communication requirements such as media events.

ALIGNMENT TO STRATEGIC PLAN

The recommendations of this report align with the following Strategic Priorities:



Responsible Growth & Environmental Protection

Ensure development occurs in a sustainable fashion, with a focus on preserving the Town's cultural heritage and environmental features

Attract and support business development and job creation in East Gwillimbury

Ensure that communities are built in a respectful manner, with resident and business quality of life protected



Build Complete Communities

Enhance the Town's core infrastructure network including roads, sidewalks, water, sewer, and broadband

Create infrastructure to support healthy and active lifestyles and connect residents with nature

Effectively manage new and existing assets to deliver exceptional services to residents while ensuring a sustainable community

Revitalization and rejuvenation of key downtown areas to provide a sense of place for the community



Quality Programs & Services

Continue to develop high quality programs that promote healthy and active living that encompass the diverse interests of our residents



Culture of
Municipal
Excellence

Continue to advocate for a safe and livable community for our residents while leveraging opportunities and partnerships

Build an engaged and strategically aligned staff team to deliver high quality programs

Ensure strong fiscal responsibility and program delivery

Foster an environment of innovation and flexibility

CONCLUSION

Staff have organized into a Multi Department Project Steering Committee to deliver a complex project that achieves a number of strategic and complete community goals.

Council's endorsement, in principal, of this implementation strategy is a necessary step to moving the project forward.

APPENDICES

Attachment No. 1 – Concept Sketch

Attachment No. 2 – Concept Sketch

Attachment No. 3 – Project Map

Prepared by:
<i>Original Signed By</i>
Denny S. Boskovski, C.E.T. Asset Management & Capital Projects Manager

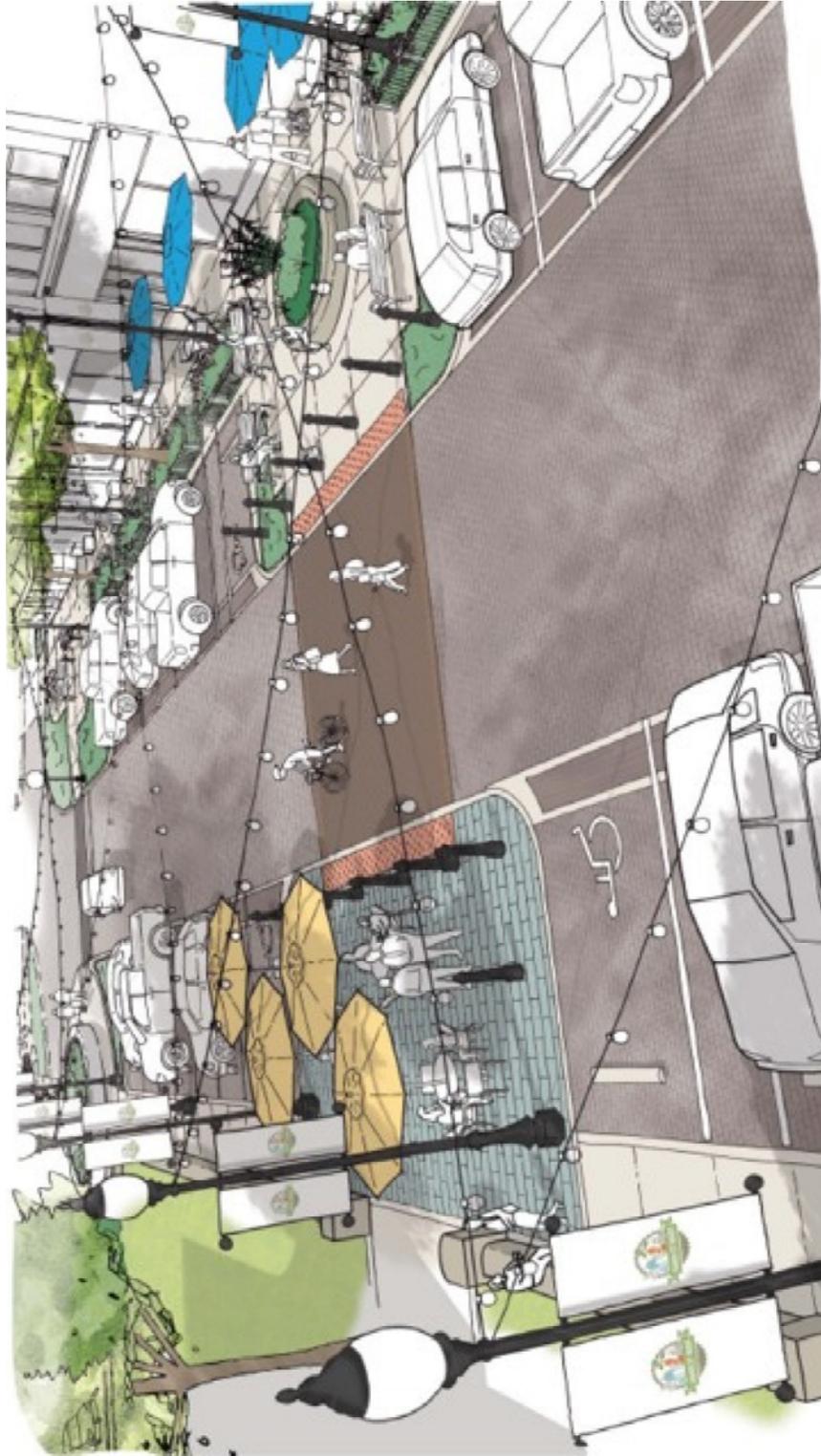
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Thomas R. Webster Chief Administrative Officer

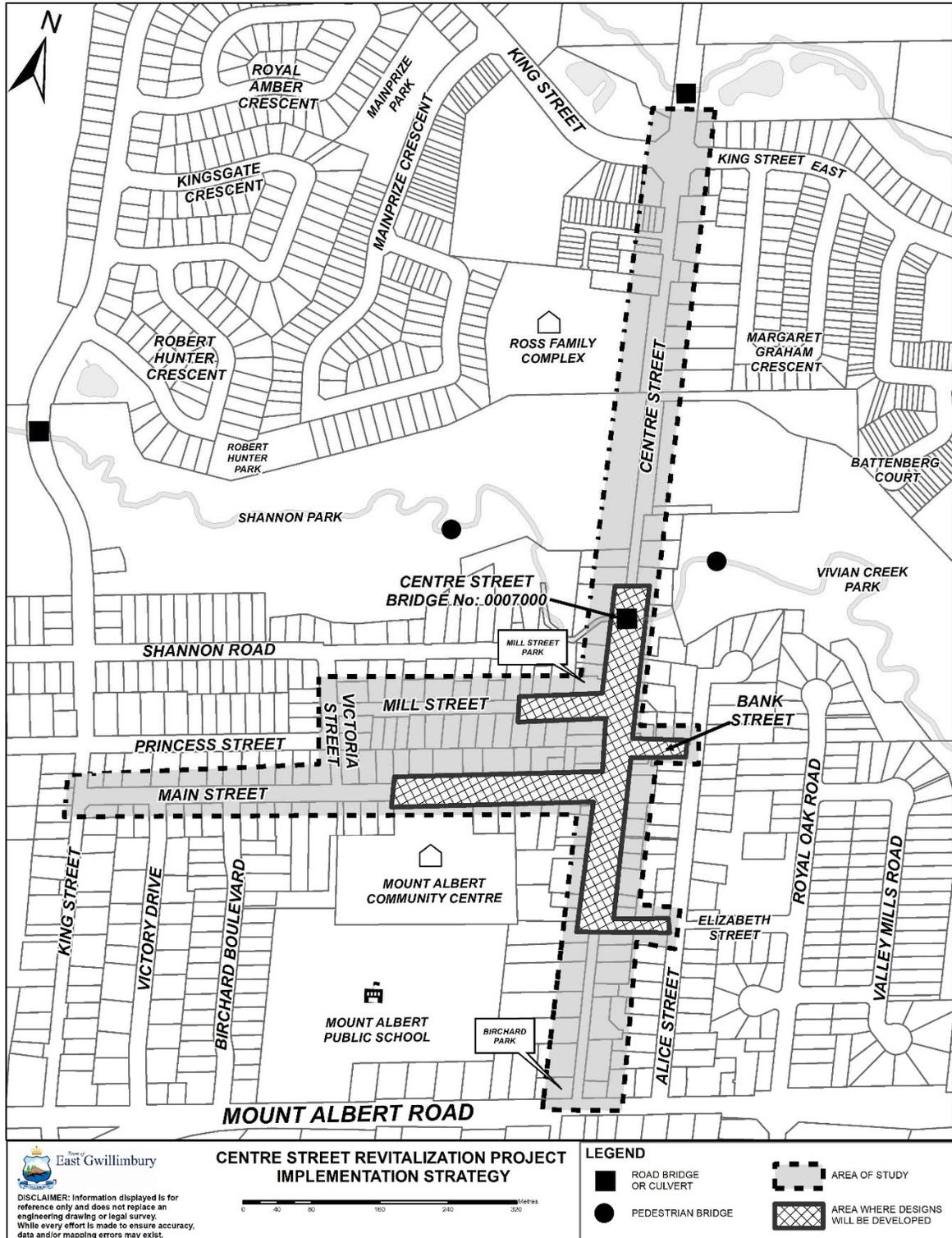
Attachment No. 1



Attachment No. 2



Attachment No. 3



East Gwillimbury

DISCLAIMER: Information displayed is for reference only and does not replace an engineering drawing or legal survey. While every effort is made to ensure accuracy, data and/or mapping errors may exist.

CENTRE STREET REVITALIZATION PROJECT IMPLEMENTATION STRATEGY



LEGEND

-  ROAD BRIDGE OR CULVERT
-  PEDESTRIAN BRIDGE
-  AREA OF STUDY
-  AREA WHERE DESIGNS WILL BE DEVELOPED