

**CITY OF VAUGHAN
COMMITTEE OF THE WHOLE (2)
AGENDA**

Tuesday, September 24, 2019

1:00 p.m.

Committee Rooms 242/243

2nd Floor, Vaughan City Hall

2141 Major Mackenzie Drive

Vaughan, Ontario

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2. DISCLOSURE OF INTEREST	
3. CEREMONIAL PRESENTATIONS	
4. STAFF COMMUNICATIONS	
5. COMMUNICATIONS	
6. DETERMINATION OF ITEMS REQUIRING SEPARATE DISCUSSION INCLUDING MEMBERS RESOLUTION(S)	
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9. PRESENTATIONS AND DEPUTATIONS

10. CONSIDERATION OF STATUTORY/AD HOC COMMITTEE REPORTS

11. NEW BUSINESS

12. CLOSED SESSION RESOLUTION FOR COMMITTEE OF THE WHOLE
(CLOSED)

13. ADJOURNMENT

ALL APPENDICES ARE AVAILABLE FROM THE CITY CLERK'S OFFICE
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AND VIDEO BROADCAST

www.vaughan.ca (Agendas, Minutes and Live Council Broadcast)

Committee of the Whole Report (2)

DATE: Tuesday, September 24, 2019

WARD(S): ALL

TITLE: STRATEGIC BUSINESS PLAN FOR ECONOMIC AND CULTURAL DEVELOPMENT, 2020-2023

FROM:

Tim Simmonds, Interim City Manager

ACTION: FOR INFORMATION

Purpose

To inform Committee of the Whole on the new Strategic Business Plan for the Economic and Cultural Development Department (ECD) 2020 to 2023.

Report Highlights

- An Economic Development Strategy must be a dynamic tool, anticipating and responding to emerging trends and opportunities in the marketplace to enable the City to be competitive.
- A Strategic Business Plan provides an action-oriented and results-based approach to guiding the mandate and services of the Economic and Cultural Development Department.
- This business plan was informed by the new Term of Council Service Excellence Strategic Plan 2018-2022, the Business Satisfaction and Needs Survey and the 2019 Economic Development and Employment Sectors Study.
- Informed and guided by Interim City Manager Tim Simmonds, this business plan pilots an innovative new format that aligns the Strategic Plan with departmental business plan and budgets, program areas and individual staff goals and measures of success to create a holistic picture of key activities, resource requirements, and desired outcomes as a basis for transparency and accountability in decision-making and service delivery.

Recommendations

1. That, the Economic and Cultural Development Department's Strategic Business Plan 2020-2023 (Attachment 1) and other related attachments, be received.

Background

In September 2010, Council approved the current Vaughan Official Plan and the Economic Development Strategy. In keeping with the requirements of the Planning Act, the City is now embarking on a series of master plans studies and updates that will inform the review of the Official Plan and other critical policy documents at the regional and municipal level. Along with the approval of the four-year Term of Council Service Excellence Plan for 2018-2022, the time was opportune to complete a refresh of the Department's economic development action plans within the context of these master plans.

Connections to Vaughan Official Plan and other policy development

The EDESS reports are part of a number of background reports to inform the update of the Vaughan Official Plan as well as York Region's Municipal Comprehensive Review and Economic Development Action Plan. Furthermore, the findings and action plans provide an economic development lens to the Comprehensive Zoning By-law update, secondary plans and other policy documents.

In October 2018, the City retained MDB Insight along with Watson and Associates to complete the EDESS with the goal of accelerating local economic growth and job creation over the next five years. At the same time, the City retained Forum Research to complete the City's inaugural Business Satisfaction and Needs Survey, the results (Attachment 2) of which informed the EDESS with economic and business perspectives from more than 200 business executives operating in Vaughan.

The first phase of the EDESS project aimed at understanding trends affecting the local, national and international marketplace, Vaughan's strengths, weaknesses, opportunities and threats (SWOTs), space demands in context of current and future economic sectors and technological and digital disruptions influencing Vaughan in the next five years. This work then informed the development of action plans in Phase 2 based on the following themes:

- Enhancing the Entrepreneurial and Innovation Ecosystem;
- Growing the Tourism and Creative Economy in Vaughan;
- Focusing International Business Development; and
- Supporting Commercial and Experiential Development in the Vaughan Metropolitan Centre (VMC).

Given the importance of getting community-based intelligence and broad support for the economic development action plans, input from stakeholders set the foundation of this study. In addition to one-on-one interviews with members of Council, the consultants held four workshops across a broad cross-section of industry and community leaders including developers, business operators, real estate, artists, creative sector, non-profit organizations, provincial staff, Toronto Global, regional and municipal staff from Planning and Economic Development.

For the 2020 fiscal year, Vaughan staff undertook a refreshed business planning and budget process introducing a more strategic approach of assessing the value of key activities, desired outcomes, resource allocations and requirements. This exercise prompted ECD to look at its business planning process. This report provides an update to Council on the ECD Strategic Business Plan in relationship to the Term of Council Service Excellence Strategic Plan, the Business Satisfaction and Needs Survey and the Economic Development and Employment Sectors Study.

Previous Reports/Authority

Not applicable

Analysis and Options

EDESS Phase 1 Report: Establishing Vaughan's Context

The Phase 1 report (Attachment 3 – Executive Summary) provides a basis for taking advantage of economic and employment opportunities while also providing an understanding of trends for traditional and established industries. Selected high-level observations from the Phase 1 report are included below. The full report is available on the website, www.vaughan.ca/business.

Since the completion of 2010 Strategy, Vaughan along with cities across the country have faced significant geo-political, economic and technological shifts with the emergence of protectionist trade, border and immigration policies; growth in the sharing economy; emergence of new clusters of business and industry activities to support the knowledge economy and maturity of traditional clusters. This continuing shift in manufacturing sector, along with digital disruptions have profoundly changed how and where we shop, live, travel, and work.

State of transition is an opportunity to be embraced

Whether it is the City's transition from a suburban community to a major urban centre; industrial space market to office market; or goods-producing to a service-producing sectors, Vaughan is well-positioned to seize the opportunities these challenges create.

Item 1

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This shifting landscape will challenge the old models of economic development and tactics deployed by municipalities in the attraction and retention of business investment and workers. Where historically, we were driven by market considerations, i.e. availability of serviced industrial land, buildings and workforce; competitive tax structures; transportation infrastructure; it is increasingly those softer, less tangible factors that sets municipalities apart from each other.

Embracing innovation and technological ingenuity to create new sectors or improve traditional industries; leveraging cultural diversity within our communities to connect globally; creating urban environments that provide a high quality of place experiences; or partnership models that allow us to leverage resources – these factors will define which municipalities will thrive in the future. The knowledge-based economy demands that Vaughan's employment and population growth needs to be in better synchronicity, with fewer people commuting outside the City, while also providing employment opportunities within Vaughan that are more aligned with talent and skills.

Place-making is a key to attracting and retaining talent

High quality places, rich in experiences and amenities matter in attracting and retaining talent. Cultural diversity is to be harnessed for both organic growth and in competing for trade and foreign direct investment (FDI). Smart City technologies have the ability to connect people with public services and offer opportunities for more livable communities.

Demand for quality employment areas is integral to the growth of Vaughan's economy

Notwithstanding the shift away from goods-producing activities, Vaughan's past and future growth is dependent on the availability and quality of its employment land supply. With approximately 40 per cent of total vacant employment lands in York Region, Vaughan has the largest supply of employment lands. However, the City will need to provide larger serviced or shovel-ready sites, as well as more flexibility in land uses to accommodate flex-space and other work arrangements.

EDESS Phase 2 Report: Economic Development Action Plans

Where the Phase 1 Report provides an understanding of 'Why Vaughan?', this phase of the study provides a modernized economic vision for the City built around the four themes: enhancing the entrepreneurial and innovation ecosystem; growing tourism and the creative economy; focusing international business development; and supporting commercial and experiential development of the VMC.

The actions proposed in the Phase 2 Report (Attachment 4 – Executive Summary) are built on evidence-based economic and market research and seeks to differentiate

Vaughan from its competitors. The actions incorporate the findings of the Business Satisfaction and Needs Survey and the workshop findings with business and community stakeholders. The full Economic and Cultural Development Team was engaged in reviewing the draft action plans, testing proposed actions against team experiences, sector and industry intelligence and known budget constraints. The objectives, actions and desired outcomes have also been intrinsically informed by the Term of Council Service Excellence Strategic Plan, and estimates have been provided about timelines and resource requirements. The action plans answer the 'How' and 'When' questions related to achieving the City's goals of accelerated economic growth and job creation. Recommendations from the Phase 2 work have been embedded in the new Economic and Cultural Development Strategic Business Plan 2020-2023.

Executive Summary of Strategic Business Plan for Economic and Cultural Development, 2020-2023

Adopting an approach developed and utilized in a number of US jurisdictions, ECD piloted an Activity-Based Costing business plan model, integrating operating and capital budgets with activities and projects, staffing allocations and outcomes/output-based metrics to get a more fulsome understanding of the true costs and benefits of associated programming. The ECD Strategic Business Plan 2020-2023 (Attachment 1) reflects both a top-down and bottom-up approach. Strategic direction is set at the Term of Council level, drilling down from Priorities to Themes, Objectives, Program Areas, Key Activities, Budget to Staff Goal Alignments. If fully implemented, the Strategic Business Plan connects Term of Council reporting (Clearpoint) to individual staff performance plans (Halogen) as illustrated in Figure 1 below.

Figure 1:



Mission Statement – ECD Department

The Economic and Cultural Development department has adopted a Mission Statement that states: “We work to make Vaughan a place where entrepreneurship, business, tourism, art and culture prosper and grow”. Further, the ECD’s Vision Statement alludes to “economic prosperity, entrepreneurial city, gateway to activity in the Toronto Area, and being a creative and cultural capital”.

Service Mandate

The ECD’s service mandate include:

- Promotion of Vaughan’s economic-cultural advantages and key projects in target markets
- Engage businesses and regional partners
- Develop and implement economic and cultural development strategies, programs and initiatives
- Counselling, mentorship, training, and access to resources
- Collection, analysis and sharing of business, economic, market, real estate, demographic and competitiveness data and intel
- Plan and curate public art spaces and installations
- Creative and cultural place-making through regional and international partnerships
- Partnership and sponsorship
- Customer relations and service excellence
- Big lens thought leadership in representing Vaughan.

Delivery of economic and cultural development services and programming does not occur in isolation. The Department collaborates with the Planning and Growth Management Portfolio, as well as Community Services, Corporate Services, Infrastructure, and Public Works Portfolios. ECD staff also support the Corporation with Partnership, Sponsorship and Grant Development, generating non-taxation revenues to offset budget constraints.

Regional and provincial partners, and institutions also have significant roles in ECD service delivery – as funding and community partners, foreign business development agencies, and as regulatory entities.

Strategic Alignment: Priorities and Themes

The ECD Strategic Business Plan encompasses outward facing (i.e. service delivery) and inward facing activities (i.e. operational performance). Two of the four Objectives within the Business Plan fall under the Economic Prosperity, Investment and Social Priority with strong linkages to the City Building Priority, following the “enable a climate for job creation’ theme. The third Objective related to arts and cultural development is aligned with the Active, Safe and Diverse Communities Priority, and the theme of “enriching our

communities'. While the fourth Objective is aligned with Priority: Good Governance, and theme: "demonstrating value for money".

Objectives and Program Areas

Each Objective in the Strategic Business Plan has a series of Program Areas and Key Activities associated with it, such that Council, Senior Management and staff understand the alignment from the macro strategic goals to the individual work plan level. They articulate values from the customers' viewpoint, value propositions and delivery. They reflect all ECD business lines including Small Business and Entrepreneurship; Business Development; Municipal Partnerships and Sponsorship; Tourism, Arts and Culture and operational management activities.

Objective 1 encompasses core economic development activities, including international business development; industrial development in business parks or employment areas; small business development and entrepreneurship; research, marketing and promotion.

Objective 2 encompasses strategic level city-building projects such as the Vaughan Metropolitan Centre, Vaughan Healthcare Centre Precinct and Smart City have been included. These catalytic projects involve multiple City departments as well as external business, institutional and community stakeholders; and present an opportunity to elevate the City through place-making, leveraging technology and fostering innovation. Tourism Vaughan Corporation, a recent addition to ECD, addresses the tourism promotion and marketing required as part of the Municipal Accommodation Tax collection. Municipal partnerships and sponsorship are included in this grouping, as supporting activities.

Objective 3, as previously discussed, addresses arts and cultural development as economic and community drivers. In this endeavor, ECD collaborates with internal department stakeholders to deliver public art installations, exhibitions, cultural programming. Staff support external stakeholders to increase organizational capacity with respect to festivals, community and heritage events; as well as working to attract and retain creative industries.

Foundational to all ECD key activities, are the ongoing need for good governance, operational performance, citizen experience enhancements and staff engagement – Objective 4. Through these initiatives, we are supporting the organization and staff by fostering a culture of continuous improvement, enhanced communications, staff empowerment and growth.

Desired Outcomes / Measuring Success:

As the City continues its Service Excellence Journey, measuring progress is a priority. The ECD Strategic Business Plan proposes a 'Results-Based Accountability' approach

which examines population (i.e. community indicators) and performance (customer-focused) accountability. Working backwards from desired end goals, actions are developed that produce positive change, i.e. 'turning the curve'.

By the nature of economic development work, decisions around business start-up, investment, relocation and expansion are frequently outside the control of the municipality. However, the municipality can influence the business climate by how well we listen and respond to needs of businesses, by promoting the Vaughan brand in domestic and international markets, and by supporting city-building projects that raise the overall quality of life for residents and businesses.

The proposed measures answer the questions: 'How much?', 'How well?', and 'Are we better off?'. Desired outcomes are measured by growth in total employment; the diversity of the economic base; increases in industrial, commercial and institutional investments; increase in non-residential tax assessments; and growth of Vaughan's economic activity as measured by gross domestic product (GDP).

Gauging departmental outputs, the measures include:

- Number of service requests fulfilled or completed
- New client accounts
- Target audiences reached
- Satisfaction with delivery of ECD services
- Awareness of City services

ECD staff will be building upon the 2018 Business Satisfaction and Needs Survey to develop baseline data. The Department will be working with the Office of the Chief Information Officer (OCIO) and Office of Transformation and Strategy (OTS) to implement data and analytical tools to collect the information, some of which are readily available through the Microsoft Dynamics Customer Relationship Management (CRM) tool, and others which will require development. It is expected that this will become an iterative process, where the data collected will improve from a communication, relevancy and data power standpoints.

Financial Summary

The 2020 Strategic Business Plan proposes combined total expenditures of approximately \$3.8 million, inclusive of Additional Resource Requests and Capital Budget asks. Assuming that full offsetting revenues from the Province, Municipal Accommodation Tax funding and other sources are secured, net expenditures total approximately \$1.9 million.

Objectives 1 and 2, encompassing key activities that contribute to enabling a climate for job creation, accounts for more than 73 per cent of total spending. Figure 2 illustrates the breakdown of total expenditures by Objectives. Labour expenditures account for 60 per cent of total expenditures, with Objectives 1 and 2 again accounting for 60 per cent of total labour expenditures (Figure 3).

Figure 2: Total Expenditures by Objectives

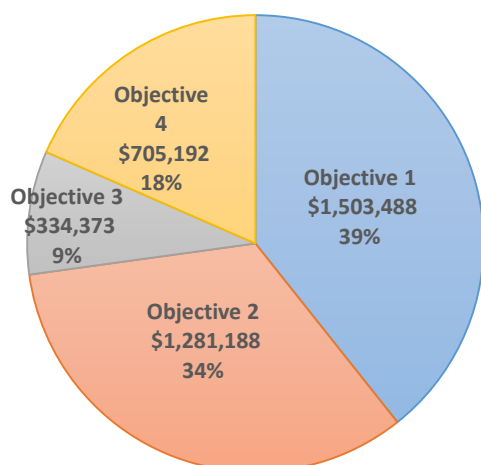
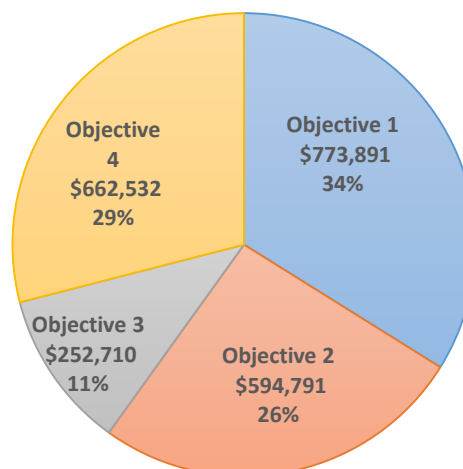


Figure 3: Labour Expenditures by Objectives



Next Steps

The development of the ECD Strategic Business Plan is a pilot of a new business plan template for the City of Vaughan. The Department will be working with the Office of Transformation and Strategy, as well as the Finance Department to share experiences in developing and refining the template. Staff will also engage with the Office of the Chief Information Officer to develop data and analytics for the corporate performance measures.

ECD will seek feedback from stakeholders over the course of the business plan.

Financial Impact

The ECD Strategic Business Plan is an evolving guidepost for economic development activities. The Strategic Business Plan proposes a suite of program areas and key activities for the Economic and Cultural Development department for the next five years. Selection and implementation of key activities and initiatives will be driven by Term of Council priorities and subject to availability of budget and other resources. Any requests

for additional funding will be dealt with through future Business Plan and Budget processes, or under separate cover, as required.

Broader Regional Impacts/Considerations

This Strategic Business Plan and attachments including the Economic Development and Employment Sectors Study will be forwarded to York Region Economic Strategy, Toronto Global and the Vaughan Chamber of Commerce to inform the development of the Municipal Comprehensive Review and other regional economic development action plans that may arise in the future.

Full copies of the EDESS and the Strategic Business Plan will be posted online at www.vaughan.ca/business.

Conclusion

Vaughan has enjoyed tremendous population and employment growth since its incorporation as a city. Over the course of this Term of Council, there are ambitious plans for the City. Development of this Strategic Business Plan provides a roadmap for how ECD contributes to the efforts of the Corporation.

For more information, please contact Dennis Cutajar, Director of Economic and Cultural Development, ext. 8274.

Attachments

1. Economic and Cultural Development Department Strategic Business Plan 2020-2023
2. Business Satisfaction and Needs Survey, 2018
3. Economic Development and Employment Sectors Study – Phase One Report – Executive Summary, MDB Insight, June 2019
4. Economic Development and Employment Sectors Study – Phase Two Report – Executive Summary, MDB Insight, June 2019

Prepared by

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ECONOMIC AND CULTURAL DEVELOPMENT DEPARTMENT

STRATEGIC BUSINESS PLAN 2020-2023

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The Team



Department Overview

Economic and
Cultural Development

Municipal Partnerships

Vaughan Business
Enterprise Centre





Economic and Cultural Development

MISSION We work to make Vaughan a place where entrepreneurship, business, tourism, art and culture prosper and grow.

& VISION Economic prosperity, entrepreneurial city, gateway to economic activity in the Toronto Area, creative and cultural capital.

ECD SERVICE MANDATE

- Promote Vaughan's economic-cultural advantages and key projects in target markets
- Engage businesses and regional partners
- Develop and implement economic and cultural development strategies, programs and initiatives
- Counselling, mentorship, training, access to resources
- Collect, analyze and share business, economic, market, real estate, demographic and competitiveness data and intel with clients and partners
- Plan and curate public art spaces and installations
- Creative and cultural place-making through regional and international partnerships
- Partnership and sponsorship
- Customer relations and service excellence
- Big lens – thought leadership in representing Vaughan

Executive Summary

The City of Vaughan is a dynamic and growing community with a current population of 335,000 and employment of 222,000 in more than 12,000 businesses. Future projections place Vaughan's population at 427,900 and employment at 286,400 by 2031.

As the City works towards delivering on these targets, Council has approved a four-year Term of Council Service Excellence Strategic Plan and governance framework to guide the achievement of the Vaughan Vision in the 2018-2022 period. The development of the Economic and Cultural Development's Strategic Business Plan 2020-2023 continues the alignment of people, priorities, processes and technology to Council-approved priorities. Our Strategic Business Plan establishes the inter-connections between annual budgets (both operating and capital), program areas, key activities and individual staff workplans to deliver services and programs that enhances the City's economic prosperity, investment and social capital.



STRATEGIC PLAN THEMES FROM THE TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN

- Enable a Climate for Job Creation
- Advance Economic Opportunities and Attract New Investments
- Enrich Vaughan's Communities and Economy Through Public Art and Cultural Development
- Demonstrate Good Value for Money

OBJECTIVES

1. Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.
2. Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism

3. Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre.
4. Enrich Vaughan's communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.
5. Effectively pursue service excellence in the Economic and Cultural Development Department, by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.

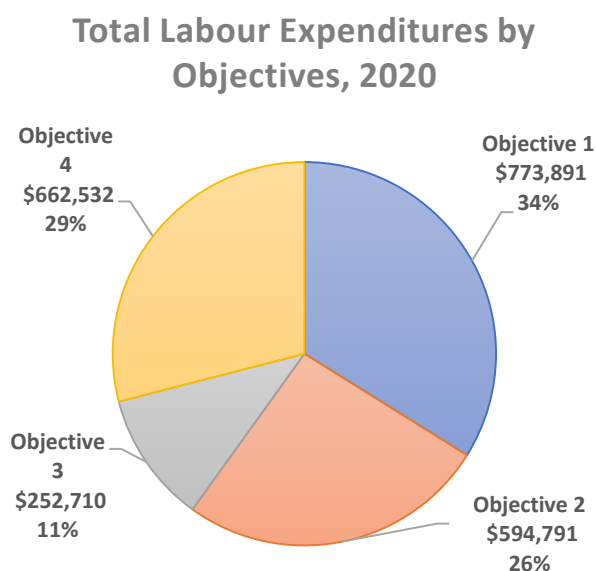
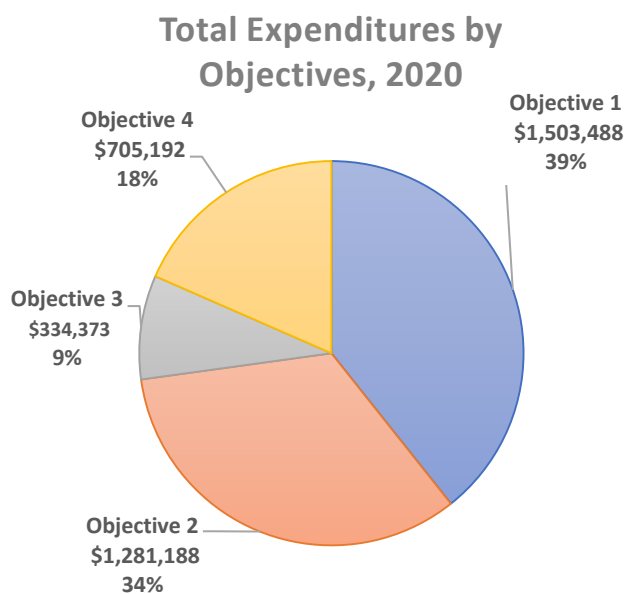
DESIRED OUTCOMES

- Increase in Total Employment
- Diversify Economic Base (Goods Producing: Service Producing Businesses)
- Increase Industrial/Commercial/Institutional (ICI) Investment
- Increase Non-Residential Property Tax Assessment
- Increase in Vaughan's Gross Domestic Product (GDP)

FINANCIAL SUMMARY

Total Expenditures: **\$3,824,240**

Total Labour: **\$2,283,923 (59.7% of total expenditures)**



Objective #1

Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.

Program Areas

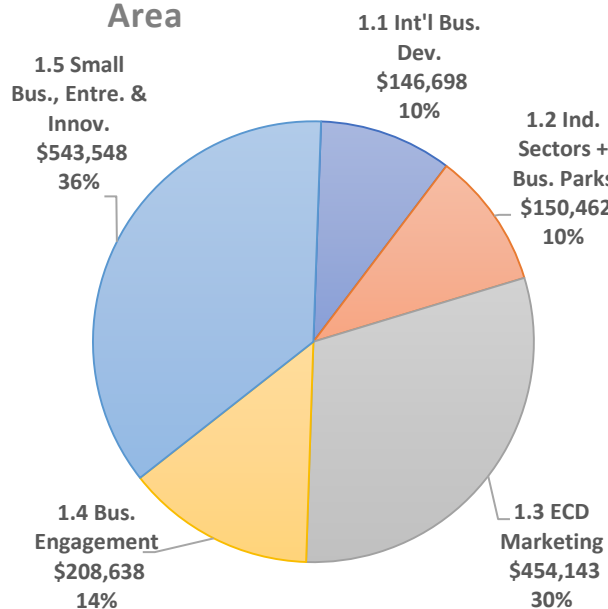
- 1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses to targeted global centers (International Business Development).
- 1.2 Promote the development of Vaughan's industrial sectors and business parks.
- 1.3 Increase Vaughan's brand recognition as the Place to Be (to Think, Start-up, Invest and Visit).
- 1.4 Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks.
- 1.5 Develop Vaughan as an entrepreneurial, small business and innovation hub.

Financial Summary

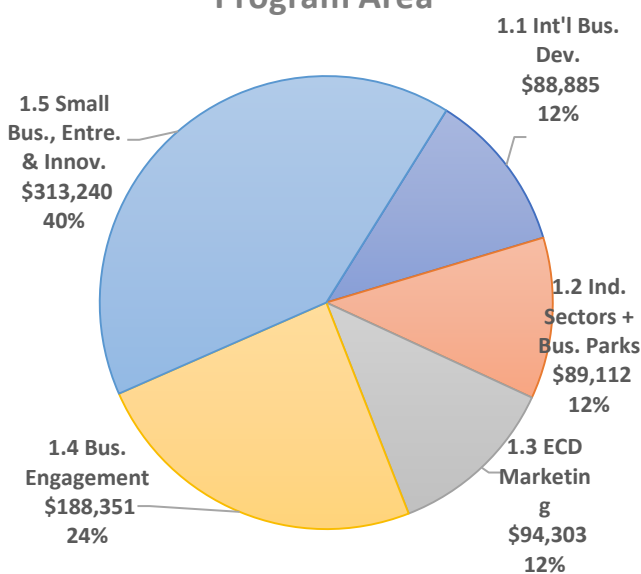
Total Expenditure: \$1,500,488

Total Labour: \$773,891 (51.6% of total expenditures)

Expenditures by Program Area



Total Labour Expenditures by Program Area



Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)	
Key Activities	<p>1.1.1 Foster and support FDI-based regional partners by providing local market expertise, professionally fulfilling information requests and effectively tracking and measuring FDI in Vaughan</p> <p>1.1.2 In partnership with Toronto Global, work with local companies and relevant diaspora to promote Vaughan's advantages in the food and beverage sub-sector of the manufacturing industry primarily in key Europe markets, and secondarily in key USA markets.</p> <p>1.1.3 Promote the development of the Healthcare Precinct, the VMC and intelligent/smart city projects in the USA, Asia (Taiwan, Singapore, Japan and Korea), and Israel, leveraging existing networks and technology platforms such as the US Ignite Smart Gigabit Community Partnership, GO Smart Taipei, and other international sharing platforms and intermediaries.</p> <p>1.1.4 Increase knowledge about international markets, customs and traditions by engaging the local diaspora through Economic and Cultural Partnerships.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost (includes \$35K from city-side MAT) 3. Revenue Human Capital (FTE)	<u>\$111,698</u> \$88,885 \$57,813 \$35,000 0.67
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment	<ul style="list-style-type: none"> • 1 Economic Development Officer (60%) • 1 Economic Development Assistant (5%) • 1 Director, Economic and Cultural Development (2%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment (YRES) • Diversify Economic Base (Goods Producing: Service Producing Businesses Ratio) (YRES) • Increase ICI Construction Investment • Increase Non-Residential Property Tax Assessment (FIR) • Vaughan GDP 	
Program Area	1.2 Promote the Development of Vaughan's Industrial Sectors and Business Parks	
Key Activities	<p>1.2.1 Raise awareness and recognition of the competitive assets of the Vaughan Enterprise Zone, and employment lands by working closely with the ICI Industry, local businesses and intermediaries to pursue and facilitate site selection, business attraction and expansion victories for Vaughan</p> <p>1.2.2 Support regional workforce development, by partnering with local companies and associations to promote skilled trades at trade shows, conference business meetings and other special events, as well as promoting these events through regional networks.</p> <p>1.2.3 Deliver expert economic development data, analysis and recommendations on policies and regulations that enable a competitive business climate in Vaughan</p> <p>1.2.4 Monitor, assess and report on Vaughan's economic base by investing in the York Region Employer Survey and other relevant data sources</p> <p>1.2.5 Participate as a partner on regional super-cluster initiatives, namely Advanced Manufacturing, to promote Vaughan's competitive advantages, such as talent, high-order infrastructure, and available supply for expansion.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$150,462</u> \$89,112 \$61,350 \$0 0.65
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (45%) • 1 Economic Development Assistant (5%) • 1 Manager, Special Projects Economic Development (15%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.3 Increase Vaughan's Brand Recognition as the Place to Be (to Think, Start-up, Invest and Visit).	
Key Activities	<p>1.3.1 Set the stage for a new Economic Prosperity and Investment Marketing Fund and action plan, by designing a new Economic Development Brand and Style Guide.</p> <p>1.3.2 Establish a new multi-year 'Economic Prosperity and Investment Marketing Fund' focussed on delivering purpose-driven marketing initiatives that raises Vaughan's attractiveness and brand recognition on the national and international stage as a business-friendly investment location.</p> <p>1.3.3 Create, resource and implement a new multi-year Economic Prosperity and Investment Marketing Fund and action plan.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost (includes capital budget of \$340K) 3. Revenue 4. Human Capital (FTE)	<u>\$115,603</u> \$94,303 \$359,840 \$340,000 0.86
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (20%) • 1 Economic Development Assistant (65%) • 1 Director, Economic and Cultural Development (1%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.4 Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks.	
Key Activities	<p>1.4.1 Host annual Business to Business Signature Event of the Year.</p> <p>1.4.2 Formally meet with over 200 companies per year through pro-active Corporate Calling program and Main Street canvassing to understand needs, opportunities and challenges.</p> <p>1.4.3 Maintain memberships and active participation in industrial associations and attend business networking events.</p> <p>1.4.4 Gauge the needs, challenges and opportunities experienced by local businesses through focus groups and a Business Satisfaction and Needs Survey on Vaughan firms.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$176,659</u> \$188,351 \$20,287 \$31,979 1.35
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached • Service Excellence: Satisfaction with ECD Services and Awareness of City Services 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 3 Economic Development Officers – IBD (25%); VMC (10%), VEZ (45%) • 1 Creative and Cultural Officer (5%) • 1 Senior Art Curator and Planner (5%) • 1 Tourism Development Coordinator (5%) • 1 Manager of Tourism, Arts, Culture (5%) • 1 Smart City Project Manager (10%) • 1 Manager, Small Business and Entrepreneurship (5%) • 1 Manager, Municipal Partnerships and Sponsorship (5%) • 1 Manager, Special Projects and Economic Development (5%) • 1 Director, Economic and Cultural Development (10%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Enable a Climate for Job Creation	
Department Objective #1	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	1.5 Develop Vaughan as an Entrepreneurial, Small Business and Innovation Hub.	
Key Activities	<p>1.5.1 Deliver core small business and entrepreneurship programs in association with the Ministry of Economic Development, Job Creation + Trade (MEDJCT) to provide new entrepreneurs and citizens exploring entrepreneurship as a career choice with a pipeline of tools, skills, connections and resources required to succeed.</p> <p>1.5.2 Deliver Summer Company programs in association with MEDJCT to provide entrepreneurs with a pipeline of tools, skills, connections and resources required to succeed.</p> <p>1.5.3 Deliver Starter Company Plus programs in association with MEDJCT to provide entrepreneurs running growing businesses with a pipeline of tools, skills connections and resources required to succeed.</p> <p>1.5.4 Increase technology related entrepreneurship, research and commercialization services in Vaughan by formalizing a funding partnership with ventureLAB and launching Ignite! Vaughan.</p> <p>1.5.5 Work with community partners through partnership-driven economic development to ensure entrepreneurs in Vaughan have access to incentives, capital and required infrastructure to thrive.</p> <p>1.5.6 Encourage the development and integration of attractive collaborative space and smart city objectives to support market-led innovation within Vaughan's business community.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset from MEDJCT and capital budget ask) Human Capital (FTE)	<u>\$175,064</u> \$312,240 \$230,308 \$368,484 3.08
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM • Audiences Reached 	

	<ul style="list-style-type: none"> • Service Excellence: Satisfaction with ECD Services and Awareness of City Services
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (8%) • 1 Small Business Advisor (90%) • 1 Entrepreneurship Coordinator (100%) • 1 Information and Administrative Representative (90%) • 1 Manager, Small Business and Entrepreneurship (20%)

Objective #2

Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre.

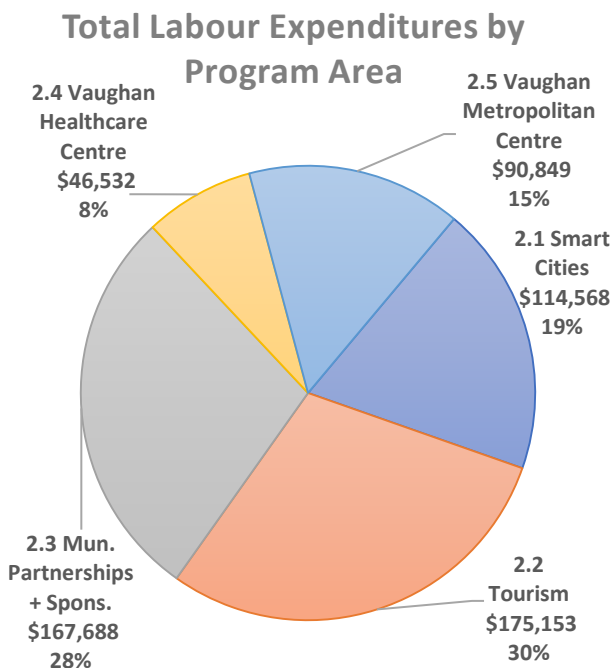
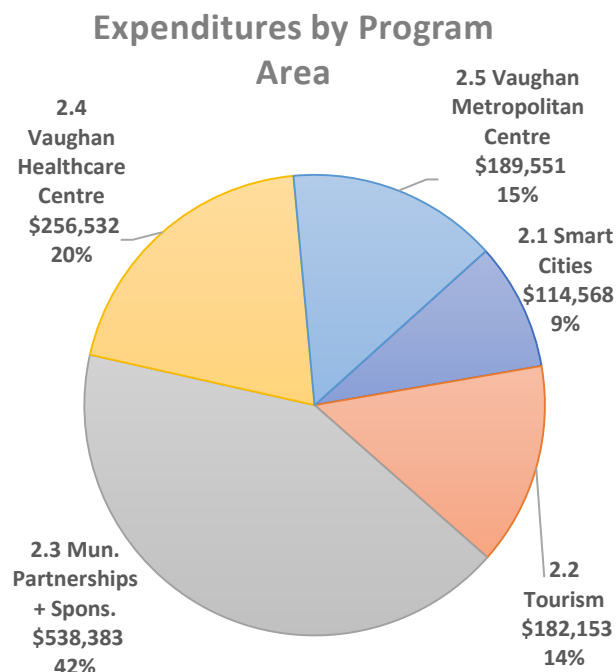
Program Areas

- 2.1 Advance Smart City and technology-led economic development opportunities.
- 2.2 Invest in the Tourism and Accommodation industry.
- 2.3 Generate alternative revenue sources through city-wide sponsorship, advertising and grants.
- 2.4 Develop the Vaughan Healthcare Centre Precinct.
- 2.5 Raise awareness and increase the profile of the VMC as a location for office, institutional, retail, arts and culture development, through economic development marketing, activations and place-branding.

Financial Summary

Total Expenditures: **\$1,281,188**

Total Labour: **\$594,791 (46.4% of total expenditures)**



Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.1 Advance Smart City and Technology-led Economic Development Opportunities.	
Key Activities	<p>2.1.1 Engage public and industry experts on the Smart City Task Force.</p> <p>2.1.2 Establish a Smart City Business Unit to implement existing and future taskforce findings.</p> <p>2.1.3 Create a 5-year business plan for Smart City projects.</p> <p>2.1.4 Substantially start and complete two Smart City legacy projects in Vaughan.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset from capital budget) Human Capital (FTE)	<u>\$20,237</u> \$114,568 \$0 \$94,331 1.0
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Special Projects Traffic Light Dashboard: Smart City 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Manager, Smart City (90%) • 1 Manager, Small Business and Entrepreneurship (5%) • 1 Director, Economic and Cultural Development (5%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.2 Invest in the Tourism and Accommodation Industry.	
Key Activities	<p>2.2.1 Create and maintain the new Municipal Accommodation Tax as a sustainable funding source for Tourism Business Development, Marketing and Infrastructure.</p> <p>2.2.2 Create and support the mandate and objects of the new City-owned destination marketing organization called Tourism Vaughan Corporation to be lead promotion entity that generates products supporting overnight stays in Vaughan.</p> <p>2.2.3 Partner with Central Counties and Vaughan Attractions Council to strengthen, promote industry network relationships, and partner on key business development opportunities.</p> <p>2.2.4 Support Tourism Vaughan Corporation in its efforts to attract third-party signature events and festivals, with a focus on sports and corporate markets.</p> <p>2.2.5 Set the stage for a new Tourism Business Development and Marketing Plan by designing a new tourism brand and Style Guide in order to attract new creative, tourism and cultural industries to Vaughan.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset – from MAT funding) Human Capital (FTE)	<u>\$4,761</u> \$175,153 \$7,000 \$170,392 1.43
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Special Projects Traffic Light Dashboard: Tourism Vaughan Corporation 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Tourism Development Coordinator (90%) • 1 Manager, Tourism, Arts and Culture (51%) • 1 Director, Economic and Cultural Development (2%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.3 Generate Alternative Revenue Sources Through City-wide Sponsorship, Advertising and Grants	
Key Activities	<p>2.3.1 Secure Naming Rights for high-priority City-owned assets.</p> <p>2.3.2 Launch Digital Billboard Advertising Signs and generate sustainable advertising revenue in partnership with industry.</p> <p>2.3.3 Prospect, share-with and advise Departments city-wide on new inbound grant opportunities related to priority projects and services, centrally track all activity and report on the outcomes.</p> <p>2.3.4 Continue to support other prioritized City programs and services through sponsorship solicitation and Program Partnerships when applicable.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset – from Innovation Reserve) Human Capital (FTE)	<u>\$36,209</u> \$167,688 \$370,695 \$502,174 1.07
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Corporate Sponsorship, Advertising and Grant Revenues Generated 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Administrative and Program Assistant (30%) • 1 Manager, Municipal Partnerships and Sponsorship (75%) • 1 Director, Economic and Cultural Development (2%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.4 Develop the Vaughan Healthcare Centre Precinct.	
Key Activities	<p>2.4.1 Formalize and nurture a new partnership with York University, ventureLAB and Mackenzie Vaughan Hospital that helps to leverage the Healthcare Centre Precinct as a catalyst for community development and regional placemaking.</p> <p>2.4.2 Develop City-owned lands at the Healthcare Centre Precinct by hiring an expert advisory firm to conduct an economic development opportunities study that will lead to a functional plan, site plan and business management structure, in partnership with the City, York University, ventureLAB and Mackenzie Vaughan.</p> <p>2.4.3 Attract post-secondary learning and development investments to the Healthcare Centre Precinct.</p> <p>2.4.4 Make the Healthcare Centre Precinct a major innovation hub in the health technology, deep technology research and commercialization space.</p> <p>2.4.5 Promote the Healthcare Centre Precinct as a premier investment location in domestic and international markets.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost (includes \$210K from capital budget) 3. Revenue Human Capital (FTE)	<u>\$46,532</u> \$46,532 \$210,000 \$210,000 0.25
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Special Projects Traffic Light Dashboard: Vaughan Healthcare Centre Precinct 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Manager, Small Business and Entrepreneurship (5%) • 1 Manager, Special Projects and Economic Development (15%) • 1 Director, Economic and Cultural Development (5%) 	

Strategic Plan Priority	Economic Prosperity, Investment and Social Capital	
Strategic Plan Theme	Advance Economic Opportunities and Attract New Investments	
Department Objective #2	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	2.5 Raise awareness and increase the profile of the VMC as a location for office, institutional, retail, arts and culture development, through economic development marketing, activations and place-branding.	
Key Activities	<p>2.5.1 Improve awareness of the VMC as a premier office and retail business location, by emphasizing the compelling master planned vision, emergence of subway mobility and authentic partnerships, using timely traditional and non-traditional marketing business development and financial/non-financial incentive programs.</p> <p>2.5.2 Activate Vaughan's emerging downtown by attracting signature events, such as Rogers Hometown Hockey.</p> <p>2.5.3 In partnership, set the table for the design and development of a creative and cultural hub as a major place-making and arts and culture service initiative in the VMC.</p> <p>2.5.4 Integrate Public Art as a tangible place-making catalyst for conveying Vaughan's unique identity and economic vitality.</p> <p>2.5.5 Provide competitive and economic development comments and data, on the assessment and review of the financial and non-financial incentives in the VMC Community Improvement Plan in 2020.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$189,551</u> \$90,849 \$98,702 \$0 0.71
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Requests Completed • New Clients/Accounts in CRM 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Economic Development Officer (65%) • 1 Economic Development Assistant (5%) • 1 Director, Economic and Cultural Development (1%) 	

Objective #3

Enrich Vaughan's communities and economy through public art and cultural development, by development creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.

Program Areas

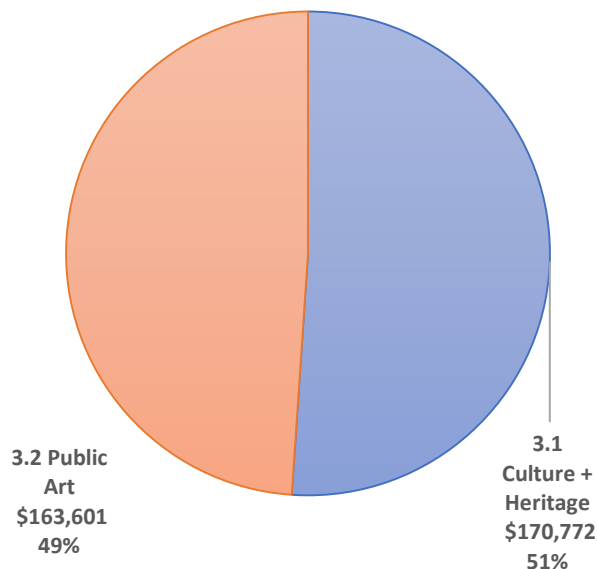
- 3.1 Develop creative and cultural amenities and nurture community engagement.
- 3.2 Increase public art awareness and develop community public art place-making.

Financial Summary

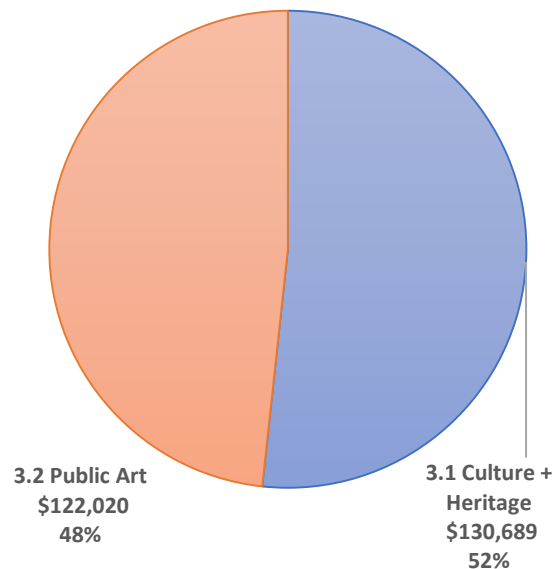
Total Expenditures: **\$334,373**

Total Labour: **\$252,710 (75.6% of total expenditures)**

Expenditure by Program Area



Total Labour Expenditures by Program Area



Strategic Plan Priority	Active, Safe and Diverse Communities	
Strategic Plan Theme	Enrich Vaughan's communities and economy through public art and cultural development	
Department Objective #3	3.0 Enrich Vaughan's communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP 	
Program Area	3.1 Develop Creative and Cultural Amenities and Nurture Community Engagement.	
Key Activities	<p>3.1.1 Contribute to the diversification of the local economy, by developing a new creative and cultural industries plan starting with an ecosystem and assets mapping project.</p> <p>3.1.2 Celebrate and recognize Heritage Cultural Events, and signature cultural events, festivals and activations that engage the public and raise the City's image, in partnership with the community, government and industry leaders.</p> <p>3.1.3 Launch the new "Kaleidoscope Event Program" designed to be the premier arts and culture showcase in Vaughan (engage, celebrate, educate and recognize people, artform, community and industry).</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$167,757</u> \$130,689 \$40,083 \$3,015 1.206
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Target Audiences Reached: Exhibitions, Cultural Activations, Heritage Events • Service Requests Completed • New Client/Accounts in CRM 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Creative and Cultural Officer (90%) • 1 Clerical Assistant (27.6%) • 1 Manager, Tourism, Arts and Culture (2%) • 1 Director, Economic and Cultural Development (1%) 	

Strategic Plan Priority	Active, Safe and Diverse Communities	
Strategic Plan Theme	Enrich Vaughan's communities and economy through public art and cultural development	
Department Objective #3	3.0 Enrich Vaughan's communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.	
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Assessment • Vaughan GDP 	
Program Area	3.2 Increase Public Art Awareness and Develop Community Public Art Place-making.	
Key Activities	<p>3.2.1 Increase awareness of the important role art has in civic society, by launching an inaugural Vaughan City-wide Public Art Awareness Campaign.</p> <p>3.2.2 Inspire and engage artists, resident and visiting audiences, art collectors, patrons and enthusiasts by planning and curating annual public art exhibitions on the SLATE at City Hall.</p> <p>3.2.3 Profile art acquisitions from the City of Vaughan Art Integration Collection in high profile satellite locations in partnership with Vaughan development projects.</p> <p>3.2.4 Provide expert professional advice and insight to the Design Review Panel.</p> <p>3.2.5 Activate the public realm by planning permanent and temporary Public Art projects that convey Vaughan's unique identity.</p>	
Budget 2020	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost (assumes approval of \$15K ARR) 3. Revenue Human Capital (FTE)	<u>\$145,586</u> \$122,020 \$41,581 \$18,015 1.068
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Target Audiences Reached: Exhibitions, Cultural Activations, Heritage Events • Service Requests Completed • New Client/Accounts in CRM 	
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Senior Art Curator and Planner (90%) • 1 Clerical Assistant (13.8%) • 1 Manager, Tourism, Arts and Culture (2%) • 1 Director, Economic and Cultural Development (1%) 	

Objective #4

Effectively pursue service excellence in the Economic and Cultural Development Department by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.

Program Areas

- 4.1 Demonstrate good governance.
- 4.2 Operational performance.
- 4.3 Achieve positive customer experiences.
- 4.4 Staff engagement.

Financial Summary

Total Expenditures:	\$705,192
Total Labour:	\$662,532 (94% of total expenditures)

Strategic Plan Priority	Good Governance
Strategic Plan Theme	Demonstrate Good Value for Money
Department Objective #4	4.0 Effectively pursue service excellence in the Economic and Cultural Development Department, by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.
Desired Outcomes	<ul style="list-style-type: none"> • Increase Total Employment • Diversify Economic Base (Goods Producing: Service Producing Businesses) • Increase ICI Investment • Increase Non-Residential Property Tax Assessment • Vaughan GDP
Program Area	4.1 Demonstrate Good Governance
Key Activities	<p>4.1.1 Support City Council mandated task forces that are aligned with this Business Plan with staff resources, marketing materials, economic research, policy and advice applying an economic development viewpoint, namely: Smart City, the Healthcare Centre Precinct, and the Economic Prosperity, Investment and Social Capital Task Forces.</p> <p>4.1.2 Annual progress reports will be provided to Members of Council and the community each March, from 2020 to 2023 that include current performance measures as well as milestones and achievements.</p> <p>4.1.3 Achieve and effectively communicate vertical integration and alignment of strategic plan priorities and themes, with department business plan programs and services, with the department budget and with individual staff goal plans.</p>
Program Area	4.2 Operational Performance
Key Activities	<p>4.2.1 Strengthen accountability, controls and processes related to programs and services of the Economic and Cultural Development Department, by obtaining Corporate and Council approval of policy initiatives: Economic and Cultural Partnerships Policy, Inbound and Outbound Delegation Policy; Art Stewardship Policy; Corporate Advertising on City Property Policy; Hosting and Granting Policy (TVC); and Corporate Promotional Items Policy.</p> <p>4.2.1 Develop a 3 to 5-year plan to address office accommodation needs in the ECD Department.</p>
Program Area	4.3 Achieve Positive Customer Experiences
Key Activities	<p>4.3.1 Invest in MS Dynamics 365 to improve CRM capability and capacity.</p> <p>4.3.2 Formally measure performance and progress, by developing outcomes-based corporate performance measures, and outputs-based measures for each of the Objectives outlined in this Business Plan.</p>

	<p>4.3.3 Invest in economic research, data and analytics tools to support decision-making and customer service.</p> <p>4.3.4 Expand readership and content of the Vaughan Economic Monitor, and other communication tools.</p> <p>4.3.5 Invest in GIS technology to help promote Vaughan, and professionally fulfill advisory services.</p> <p>4.3.6 Create a new Economic Development website, and dedicated social media channels, as major marketing platform.</p> <p>4.3.7 To measure level of awareness of ECD services and level of satisfaction with ECD services, conduct small sample customer surveys.</p>										
Program Area	4.4 Staff Engagement										
Key Activities	<p>4.4.1 Continue to invest in professional development plans for our staff.</p> <p>4.4.2 Empower teams and individuals to promote thought leadership.</p> <p>4.4.3 Promote open communication, using collaborative communication tools.</p> <p>4.4.4 Continue to invest in the annual business development internship program to support the career path of local post-secondary students.</p>										
Budget 2020	<table> <tr> <td>Total Net Expenditures (Operating Budget impact only)</td><td><u>\$597,724</u></td></tr> <tr> <td>1. Labour Cost</td><td>\$662,532</td></tr> <tr> <td>2. Other Cost</td><td>\$42,660</td></tr> <tr> <td>3. Revenue</td><td>\$107,467</td></tr> <tr> <td>Human Capital (FTE)</td><td>4.35</td></tr> </table>	Total Net Expenditures (Operating Budget impact only)	<u>\$597,724</u>	1. Labour Cost	\$662,532	2. Other Cost	\$42,660	3. Revenue	\$107,467	Human Capital (FTE)	4.35
Total Net Expenditures (Operating Budget impact only)	<u>\$597,724</u>										
1. Labour Cost	\$662,532										
2. Other Cost	\$42,660										
3. Revenue	\$107,467										
Human Capital (FTE)	4.35										
Measures of Success (Outputs)	<ul style="list-style-type: none"> • Service Excellence: Satisfaction with ECD Services • Service Excellence: Awareness of City Services 										
Staff Goals Alignment & Weighting	<ul style="list-style-type: none"> • 1 Manager, Special Projects and Economic Development (65%) • 1 Manager, Small Business and Entrepreneurship (65%) • 1 Manager, Municipal Partnerships and Sponsorship (20%) • 1 Administrative and Program Assistant (70%) • 1 Small Business Advisor (10%) • 1 Information and Administrative Representative (10%) • 1 Economic Development Assistant (20%) • 3 Economic Development Officers (22% combined) • 1 Creative and Cultural Officer (5%) • 1 Senior Art Curator and Planner (5%) • 1 Clerical Assistant (27.6%) • 1 Manager of Tourism, Arts and Culture (40%) • 1 Tourism Development Coordinator (5%) • 1 Director, Economic and Cultural Development (70%) 										

References

City of Vaughan (2019), *Term of Council Service Excellence Strategic Plan, 2018-2022*.

City of Vaughan Economic Development Department (2010), *Vaughan Economic Development Strategy: Building a Gateway to Tomorrow's Economy*.

Forum Research (2019): *Business Satisfaction and Needs Survey, 2018*.

City of Vaughan Economic and Cultural Development Department (2019), *Economic Development and Employment Sectors Study*.

Vaughan Business Survey

Prepared by: Forum Research

January 11, 2019

Survey Research Method

Three 1-hour focus group discussions were held with key informants from multiple sectors including manufacturing, professional service, supply chain, arts and culture, small business and entrepreneurs (less than 20 employees).

The quantitative survey that followed was informed by key information collected in the focus groups.

Fieldwork Dates	Focus Groups – November 8 Survey – November 30 - December 14
Method	Computer Assisted Telephone Interviewing (CATI)
Criteria for Participation	Business owner/Senior Management operating out of Vaughan
Sample Size	212
Margin of Error	± 6.73%, 19 times out of 20

TOP2 indicates the sum of the two positive answer options. BTM2 indicates the sum of the two negative answer options

Reasons your Business is located in Vaughan

- Many respondents indicated Vaughan is a good location for their business (39%)
- They live in Vaughan (21%)
- Their customers are located in Vaughan (20%)
- The vast majority (TOP2 = 95%) indicated the overall quality of life in the city of Vaughan is very good or good.

Services provided by Vaughan

- The majority (TOP2 = 52%) of respondents indicated they were very aware or somewhat aware of the services that the City of Vaughan provides to local businesses.
- 9-in-10 respondents (TOP2 = 91%) are satisfied with the delivery of services provided by the City of Vaughan.
- Looking only at large businesses (100+ employees), respondents are satisfied with the delivery of services provided by the city (TOP2 = 94%).

Executive Summary

Respondents have heard of about half of the services. The services are grouped by known and less known.

Known Services (At least 50% of respondents have heard of the service):	Less Known Services (33% or less of respondents have heard of the service):
Fire and Emergency Services (80%)	Entrepreneurship Programs (17%)
Bylaw Enforcement (72%)	Location Assistance (18%)
Building Standards (68%)	Procurement Services (23%)
Business Licenses (67%)	Small Business Services (25%)
Library (61%)	Environmental Sustainability services (26%)
Waste Management (60%)	Sponsorship/Advertising (29%)
Recreation, Sports and Wellness Services (57%)	Economic Development Services (32%)
Planning and Development Services (52%)	Business to Business Networking (33%)

Business Growth

- The vast majority (TOP2 = 93%) indicated their business is growing or staying about the same.

Challenges

The top 5 challenges for businesses are:

- Competition (15%)
- Costs (10%)
- Traffic/Congestion/ Travel Times (10%)
- Customers/Sales (9%)
- Staffing (8%)

Digital/Innovative Technology

- The majority (TOP2 = 61%) of respondents indicated they are not strongly negatively affected or not affected at all by digital or online products/competitors.
- The majority (TOP2 = 67%) of respondents estimated they will spend a significant/some investment on new/innovative technology for their business.

Vaughan Metropolitan Centre

- The majority (TOP2 = 52%) of respondents indicated the City of Vaughan is effectively promoting the Vaughan Metropolitan Centre as a location where businesses want to invest.
- However, about 2-in-10 (22%) indicated the City of Vaughan is not effectively promoting the Vaughan Metropolitan Centre at all.
- The majority of respondents from Large businesses indicated the City of Vaughan is not effectively promoting the Vaughan Metropolitan Centre (BTM2 = 53%).

Services: Focus Areas

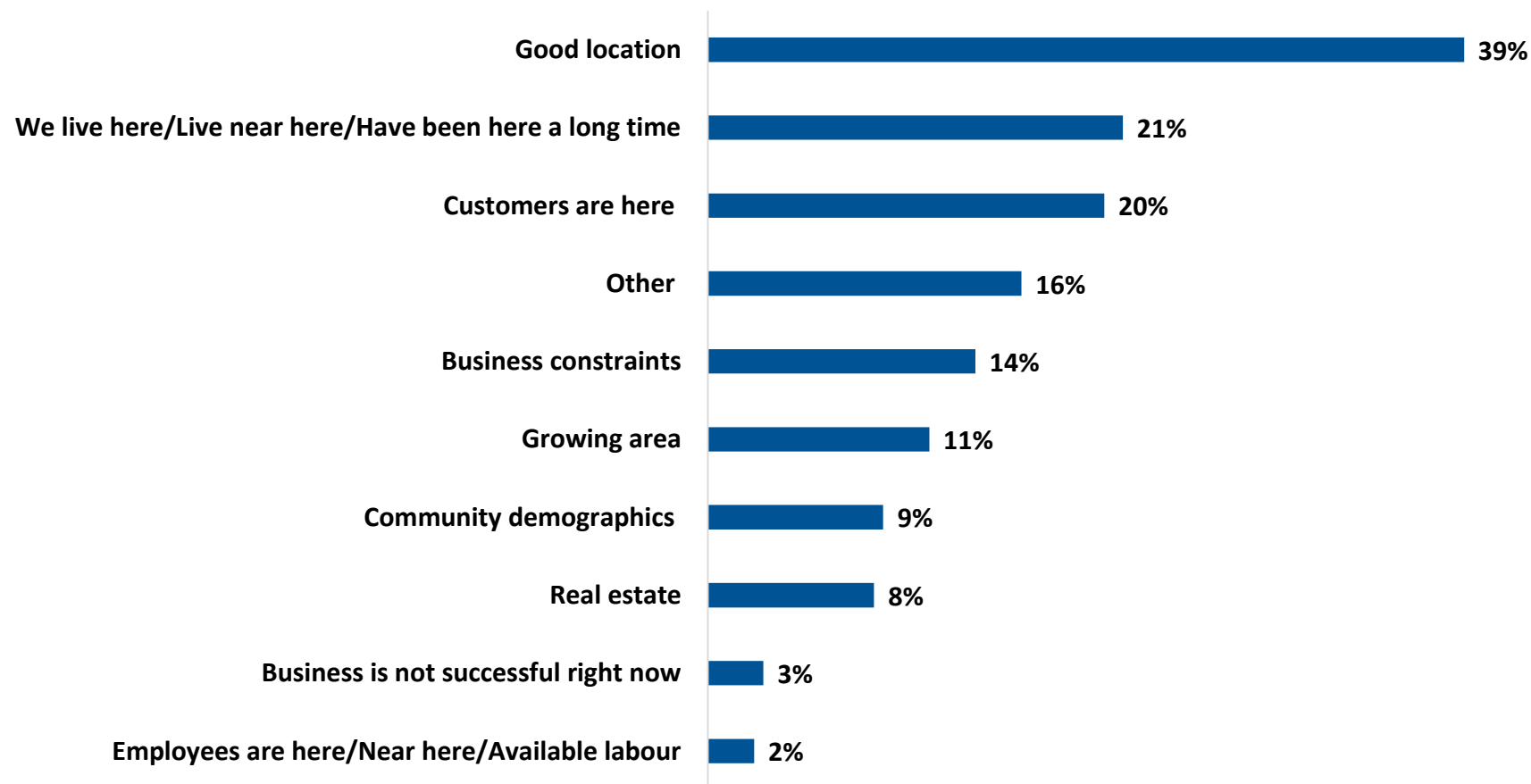
- The City of Vaughan could consider focusing its economic development efforts to improve road infrastructure (40%), encourage businesses (26%) and improve public transit (18%).

Contacting the City of Vaughan

- Just over 3-in-10 respondents have contacted the city of Vaughan for a reason related to their business (37%).
- Of those who contacted the City, almost 7-in-10 indicated the reason for their contact was resolved to their satisfaction (68%).

Key Findings

Reasons your Business is Located in Vaughan



Respondents were asked to list some of the reasons their business is located in Vaughan.

Many respondents indicated Vaughan is a good location for their business (39%), they live in Vaughan (21%), or their customers are located in Vaughan (20%).



Reasons your Business is Located in Vaughan



Respondents were asked what are some of the reasons your business is located in Vaughan. Here are some of the responses on location:

“Due to location. We are near the airport, close to major 400 highways.”

“It's the location I chose. Good relationship with my customers. Providing the jobs required.”

“Location. It's close to highways and the business we are serving. Traffic times, the lower rent than in other cities we've looked at.”

Reasons your Business is Located in Vaughan



Respondents were asked what are some of the reasons your business is located in Vaughan. Here are some of the responses on living in Vaughan, and their customers are located in Vaughan:

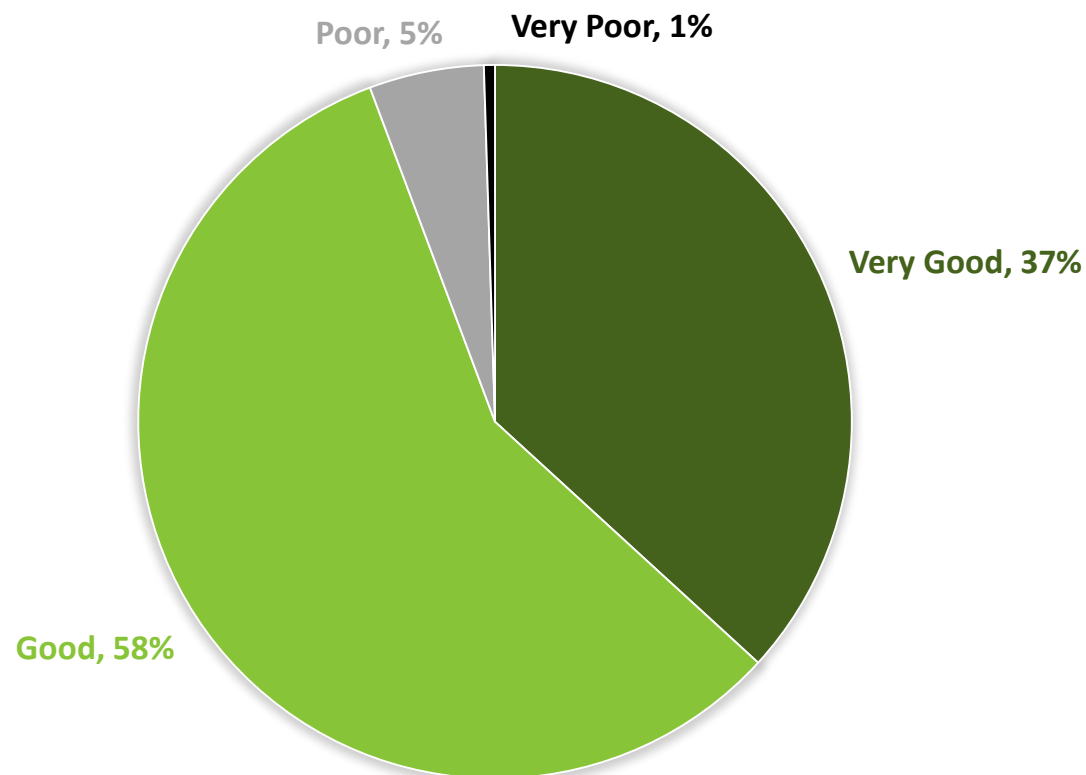
“This is where we live and it's close to our house, it's a historical older building it's been around for nearly fifty years. Our customer base: we have a lot of repeat customers and word of mouth”

“We're here for the last 12 years. Good relationship with patients.”



Key Findings

QUALITY OF LIFE IN VAUGHAN

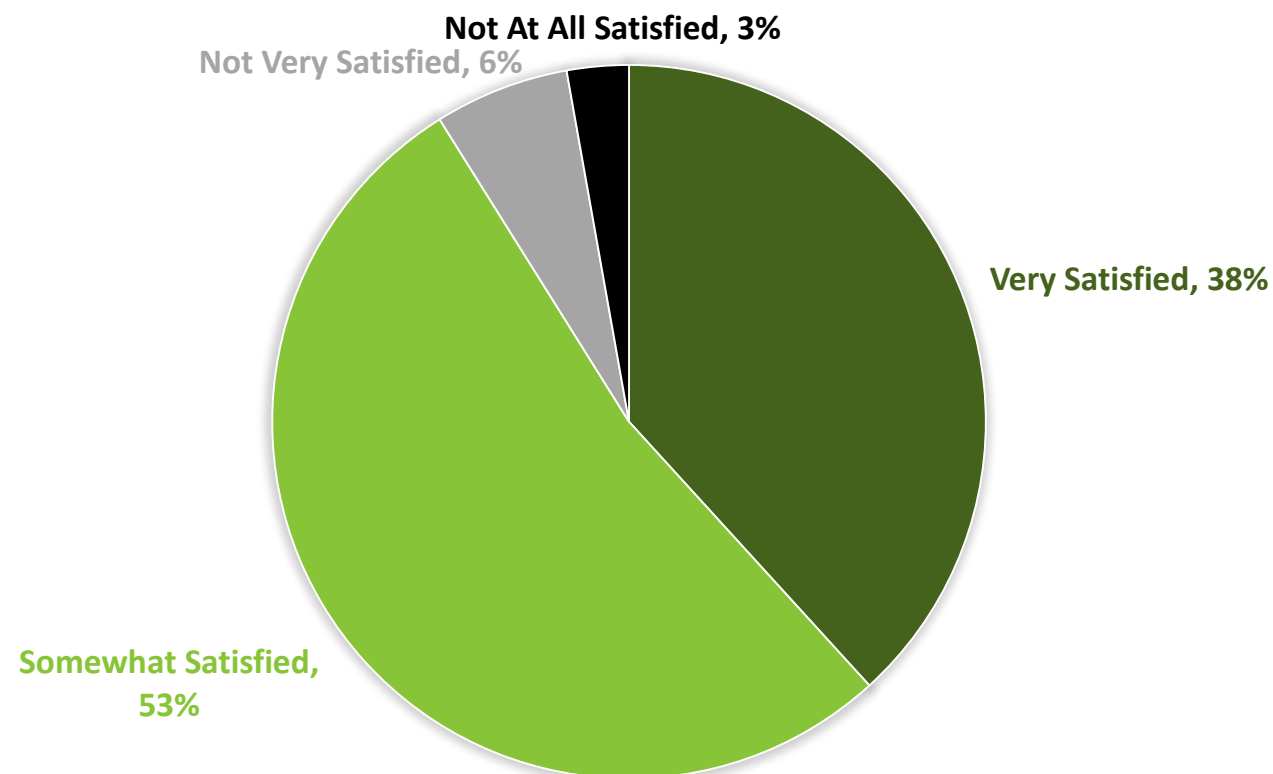


Respondents were asked to rate the overall quality of life in the City of Vaughan using a 4-point scale.

The vast majority (TOP2 = 95%) indicated the overall quality of life in the City of Vaughan is very good or good.

Key Findings

SATISFACTION WITH DELIVERY OF SERVICES

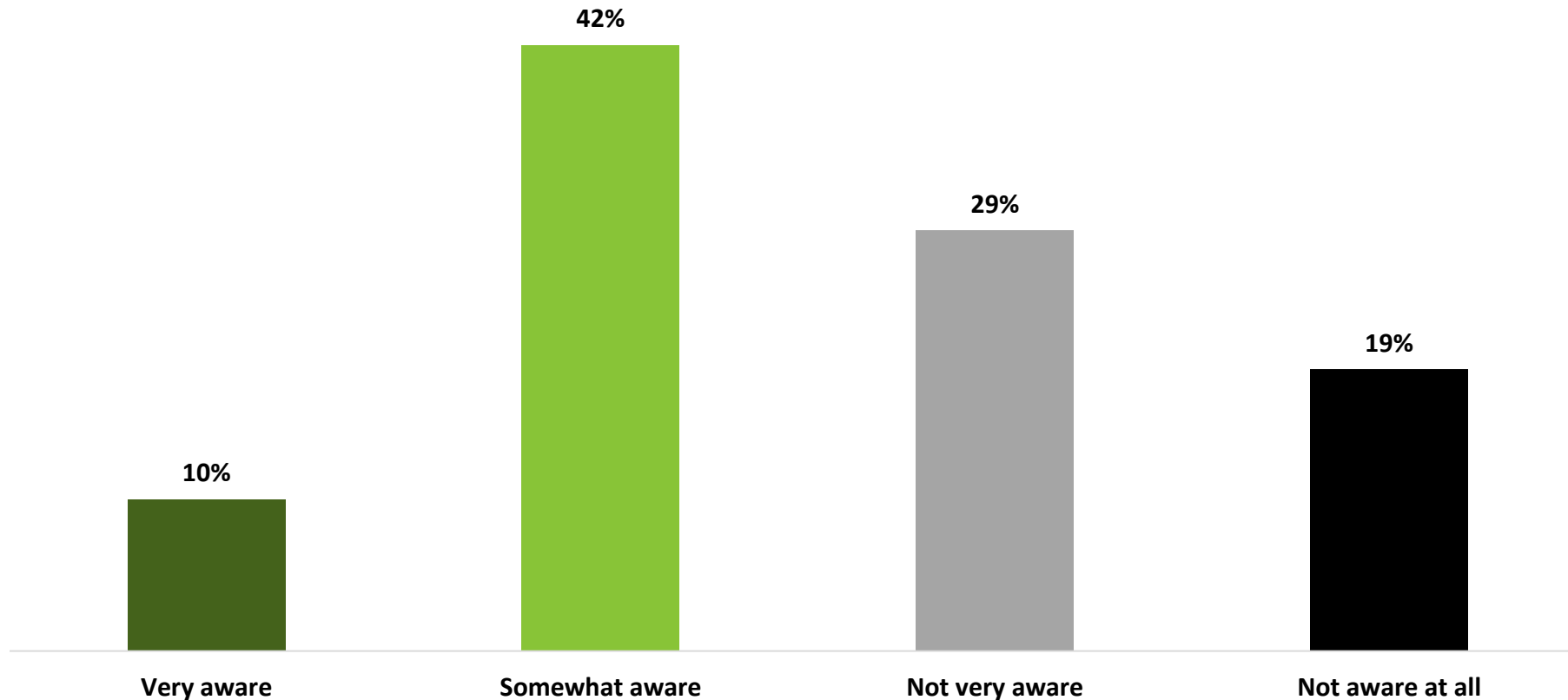


Respondents were asked how satisfied they are with the delivery of services provided by the City of Vaughan on a 4-point scale.

The vast majority (TOP2 = 91%) are satisfied with the delivery of services provided by the City of Vaughan.

Key Findings

Generally, how aware are you of the services that the city of Vaughan provides specifically to local businesses?

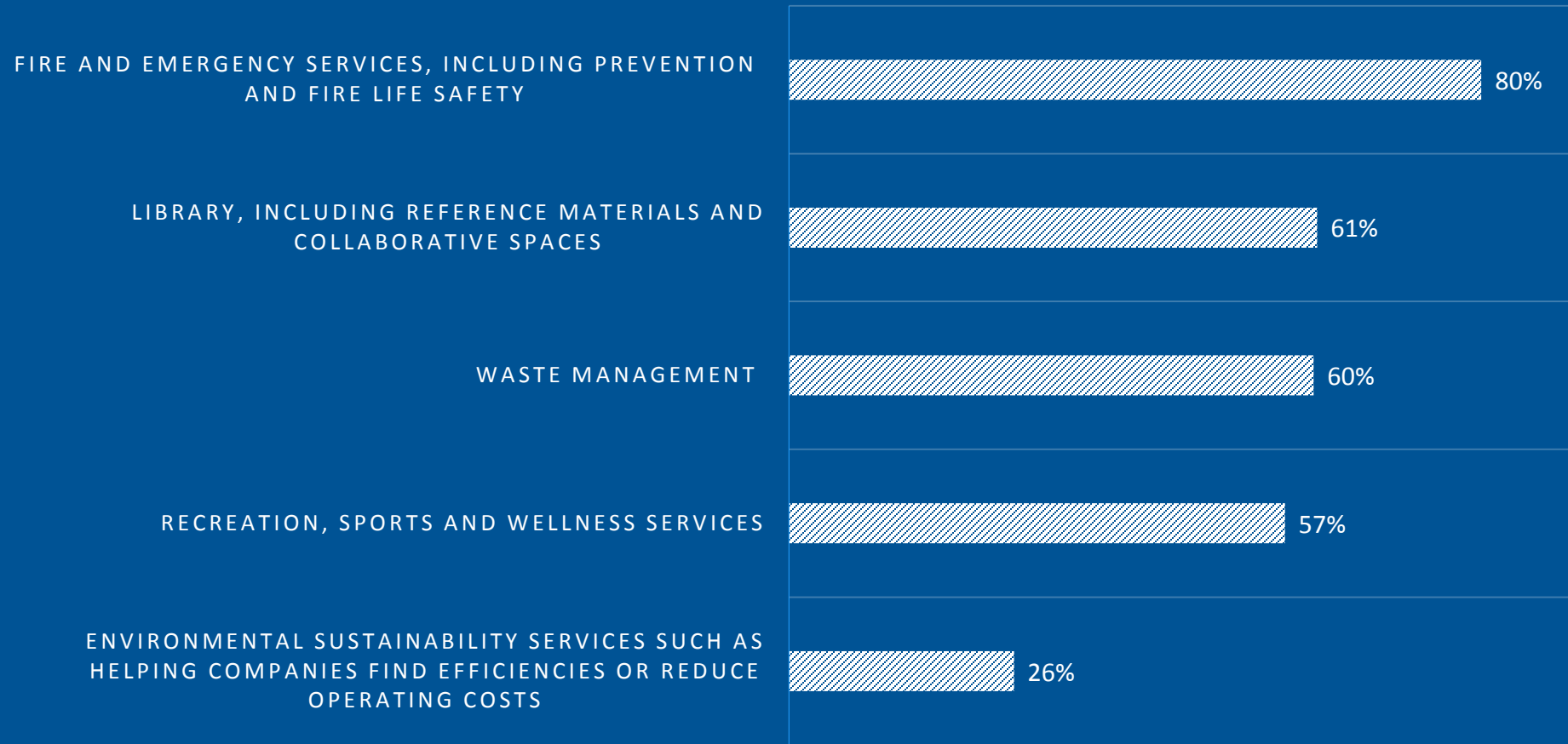


Respondents were asked how aware they are of the services Vaughan provides to local businesses using a 4-point scale.

The majority (TOP2 = 52%) of respondents indicated they were very aware or somewhat aware of the services that the City of Vaughan provides to local businesses.

Key Findings

SERVICES BUSINESSES HAVE HEARD ABOUT



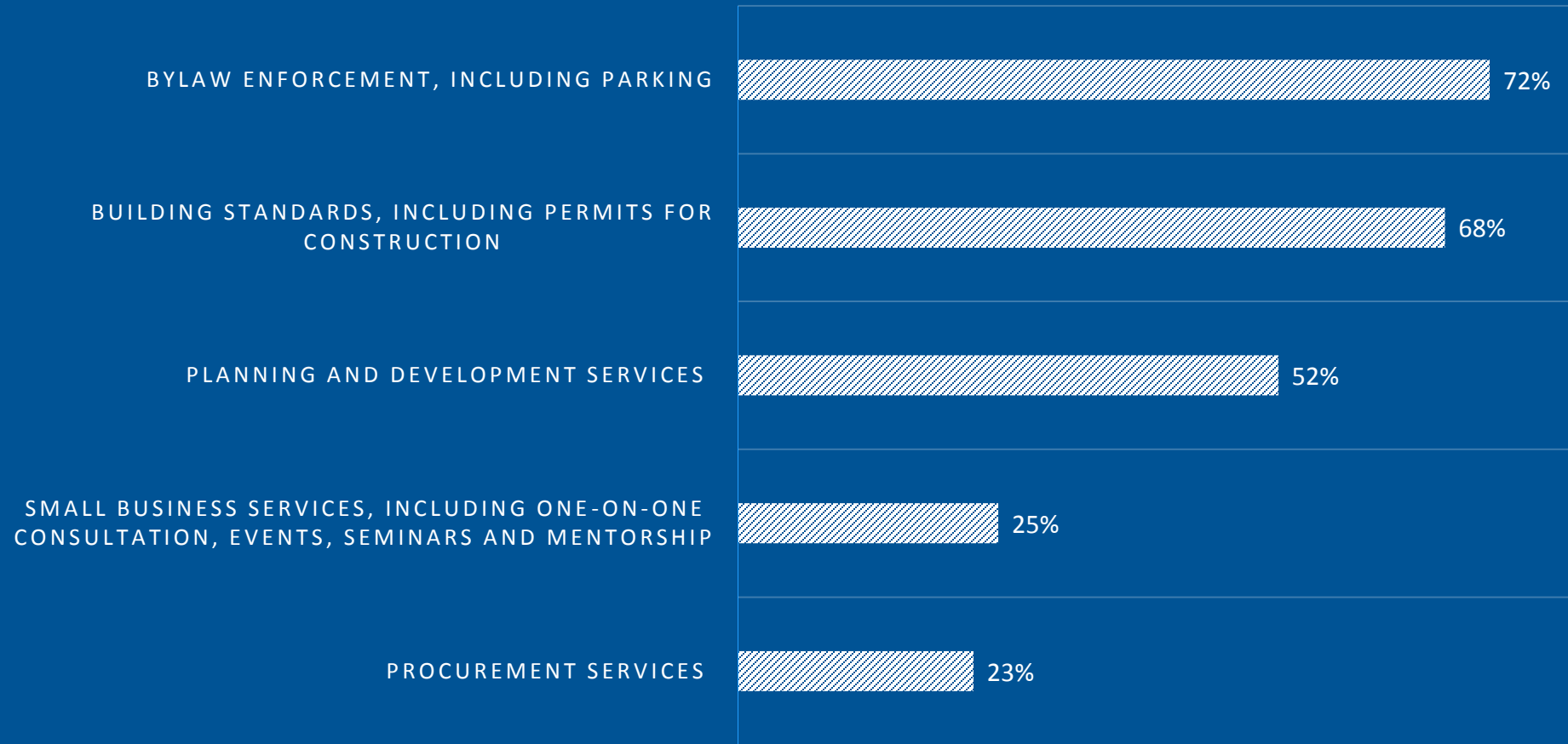
The majority of respondents have heard about:

- Fire and Emergency Services (80%)
- Library (61%)
- Waste Management (60%)
- Recreation, Sports and Wellness Services (57%)

However, only a quarter of respondents have heard about Environmental Sustainability services (26%)

Key Findings

SERVICES BUSINESSES HAVE HEARD ABOUT



The majority of respondents have heard about:

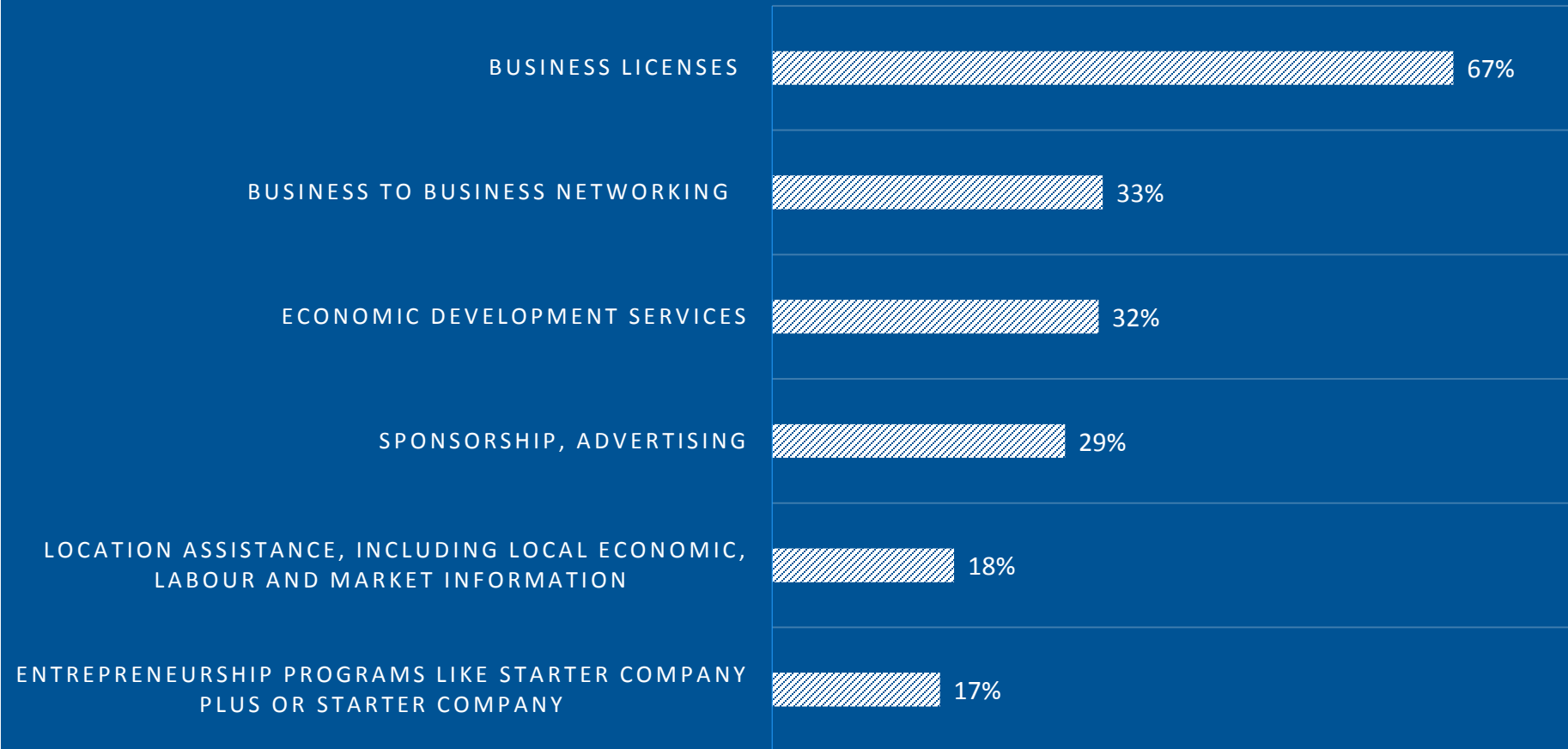
- Bylaw Enforcement (72%)
- Building Standards (68%)
- Planning and Development Services (52%)

However, only a quarter of respondents have heard about:

- Small Business Services (25%)
- Procurement Services (23%)

Key Findings

SERVICES BUSINESSES HAVE HEARD ABOUT



The majority of respondents have heard about:

- Business Licenses (67%)

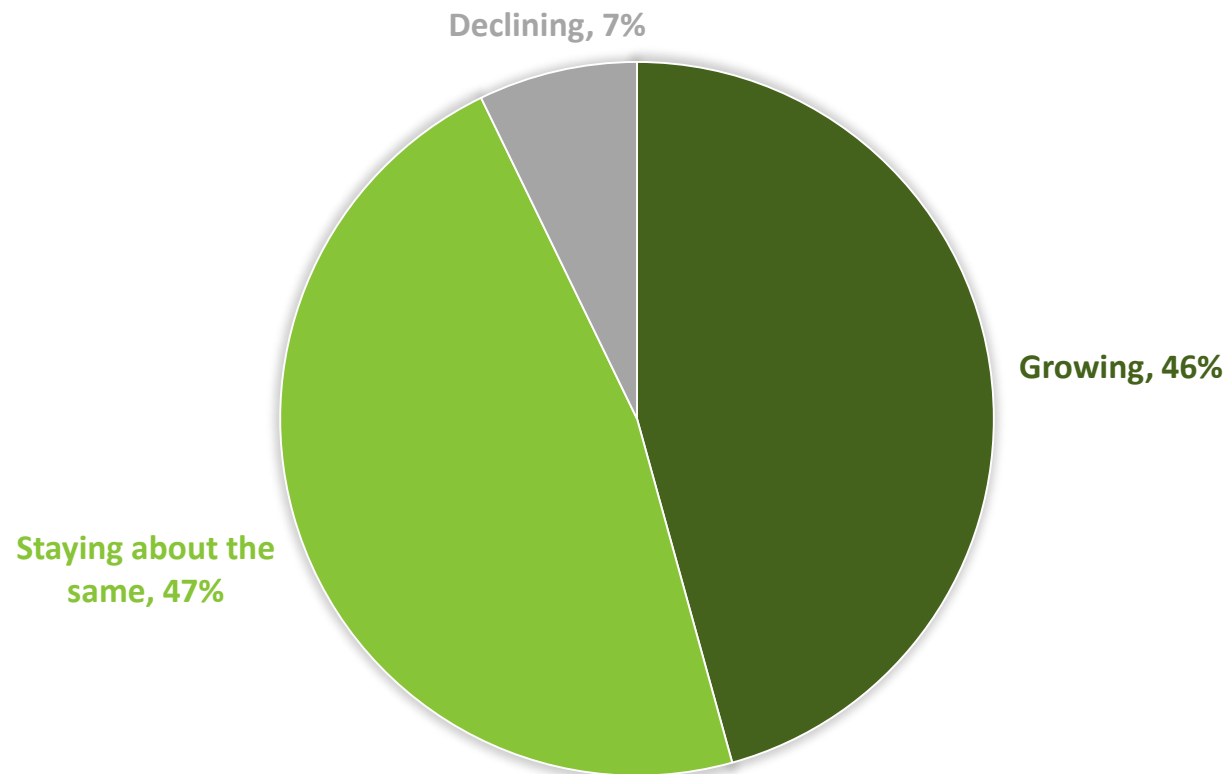
However, only one third or fewer respondents have heard about:

- Business to Business Networking (33%)
- Economic Development Services (32%)
- Sponsorship/Advertising (29%)
- Location Assistance (18%)
- Entrepreneurship Programs (17%)



Key Findings

BUSINESS GROWTH/DECLINE

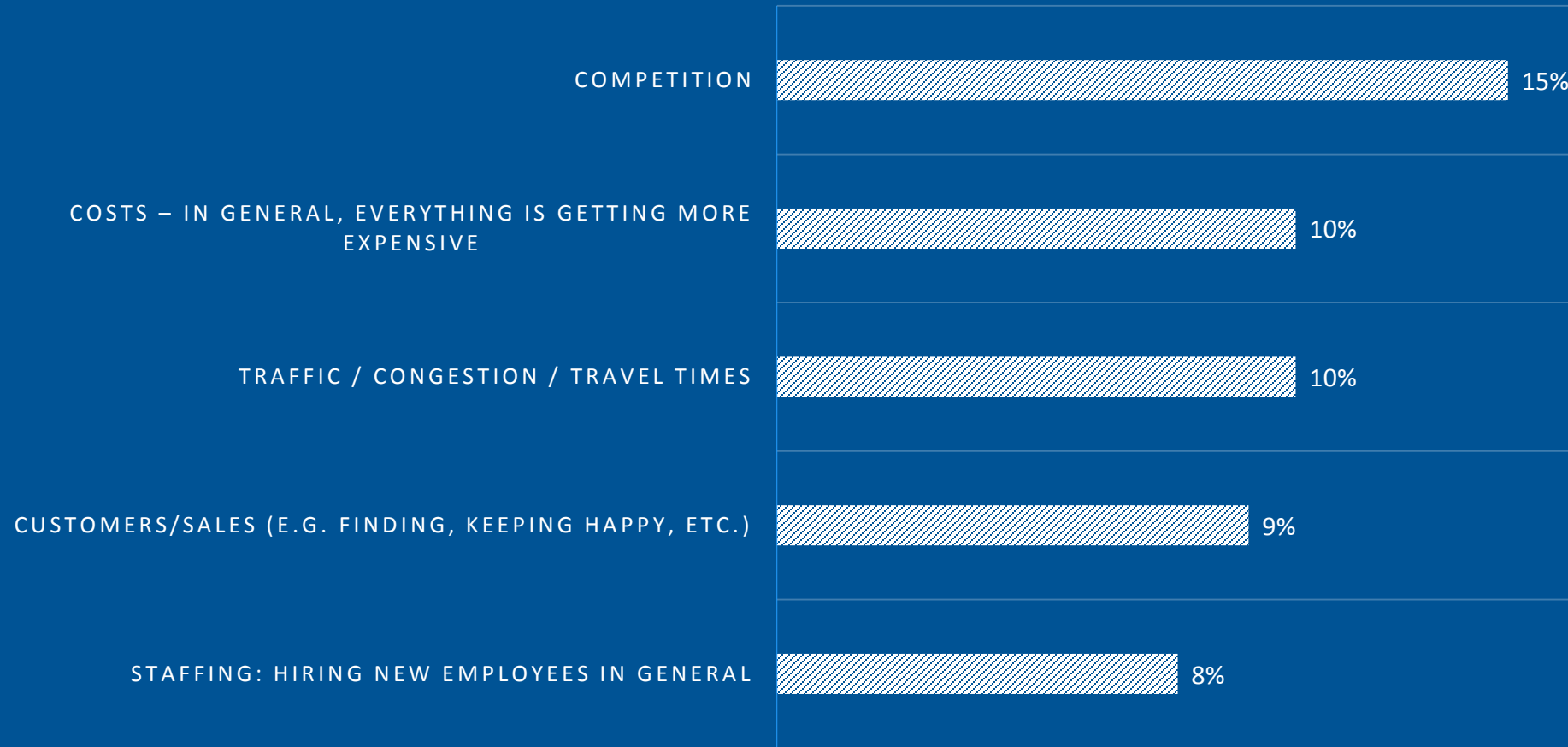


Respondents were asked about the current growth/decline of their business.

The vast majority (TOP2 = 93%) indicated their business is growing or staying about the same.

Key Findings

TOP 5 CHALLENGES FOR BUSINESSES

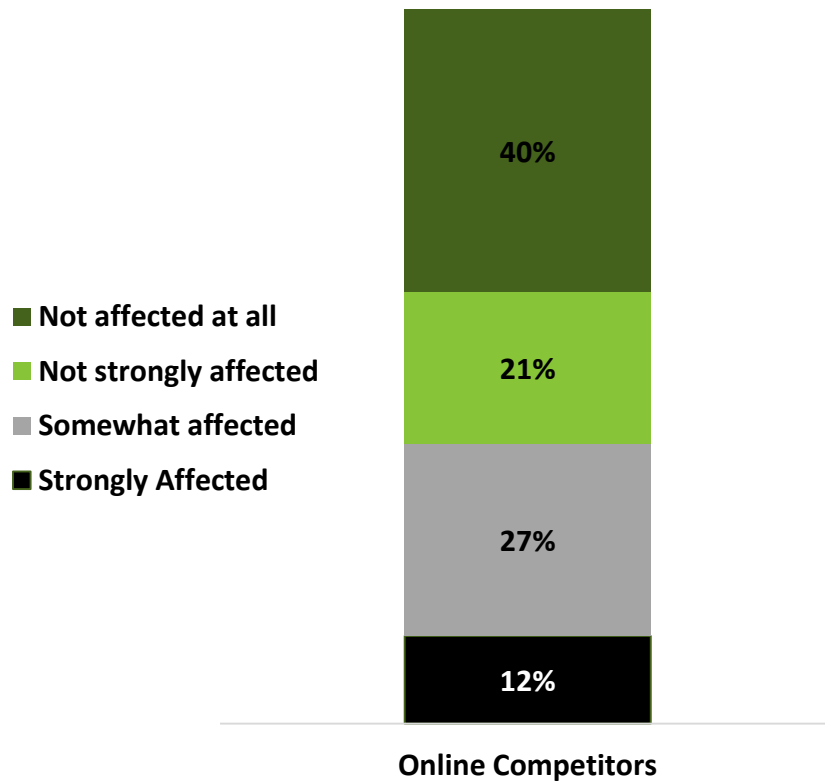


The top 5 challenges for businesses are:

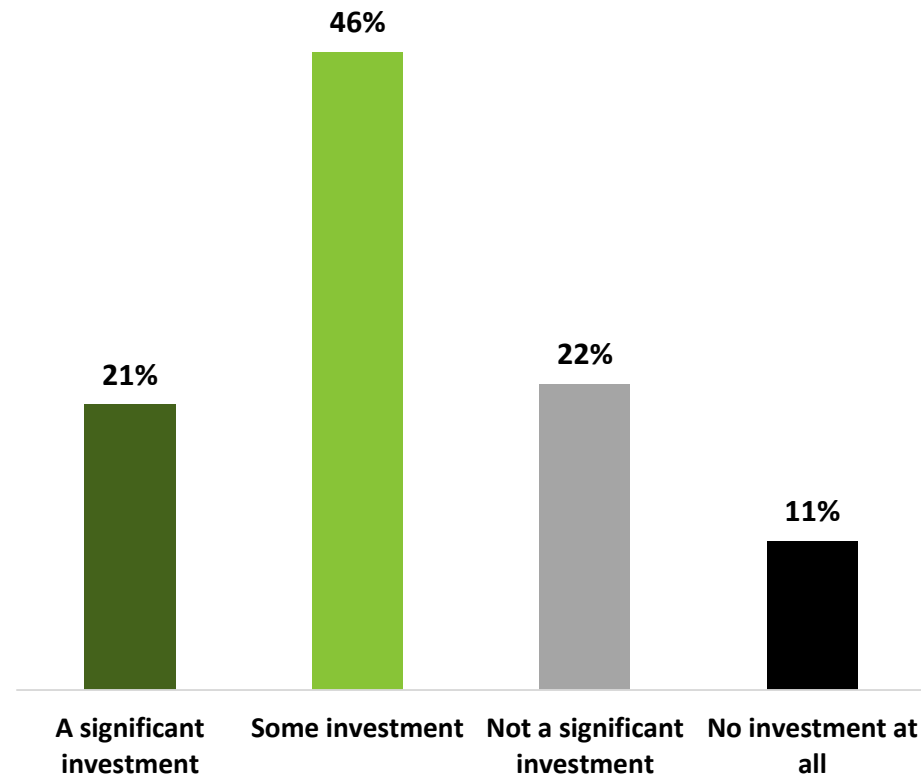
1. Competition (15%)
2. Costs (10%)
3. Traffic/Congestion/Travel Times (10%)
4. Customers/Sales (9%)
5. Staffing (8%)

Key Findings

How much is your business, if at all, being negatively affected by digital or online products or competitors?



In the next five years, how much of an investment do you expect you will make in new or innovative technology for your business?



The majority (TOP2 = 61%) of respondents indicated they are not strongly negatively affected or not affected at all by digital or online products/competitors.

The majority (TOP2 = 67%) of respondents estimated they will spend a significant/some investment on new/innovative technology for their business.

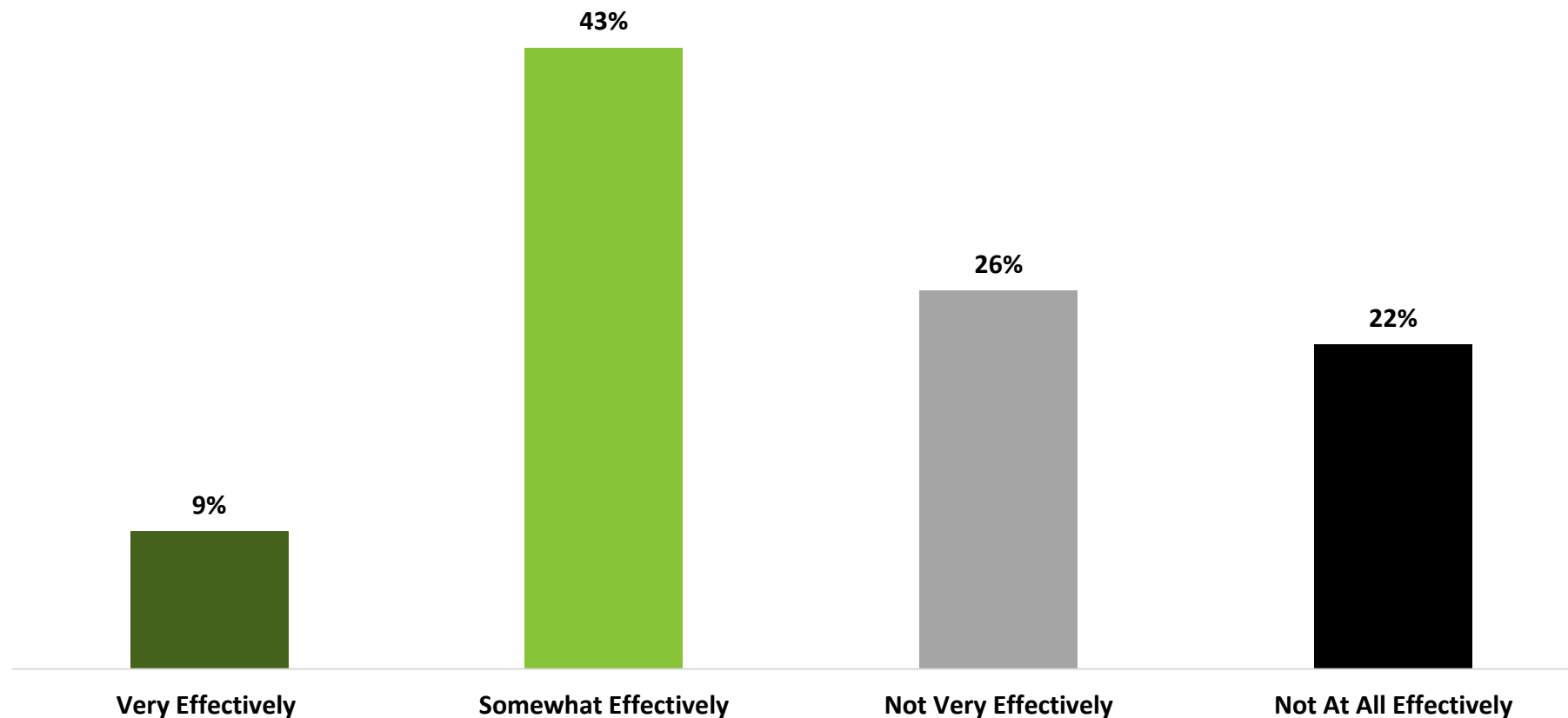
Question: [Left] How much is your business, if at all, being negatively affected by digital or online products or competitors? [Right] In the next five years, how much of an investment do you expect you will make in new or innovative technology for your business?

Sample: [Left] 212, [Right] 203

Framework: All

Key Findings

How effectively is Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?



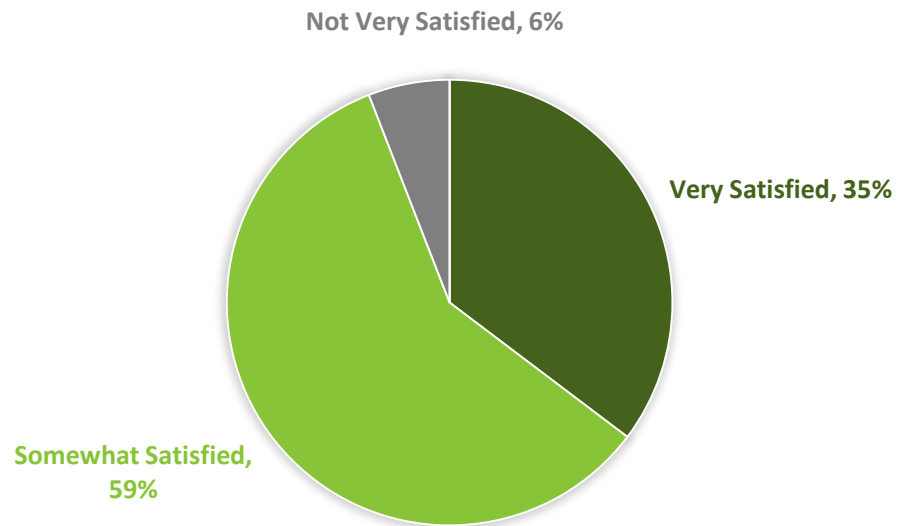
Respondents were asked to rate how effectively Vaughan is promoting the Vaughan Metropolitan Centre as a location where businesses want to invest on a 4-point scale.

The majority (TOP2 = 52%) of respondents indicated the City of Vaughan is effectively promoting the Vaughan Metropolitan Centre as a location where businesses want to invest.

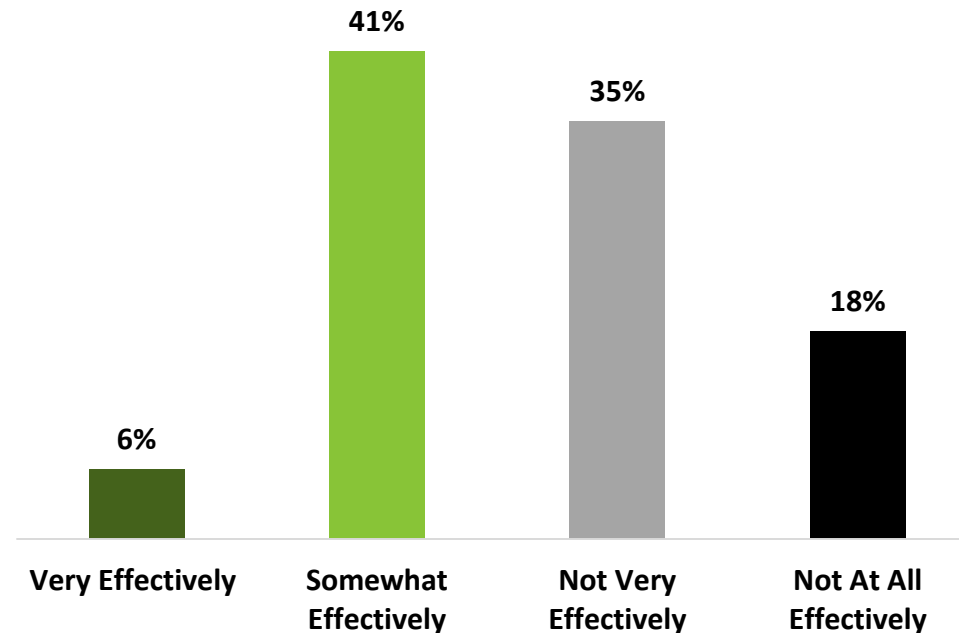
However, about 2-in-10 (22%) indicated the city of Vaughan is not effectively promoting the Vaughan Metropolitan Centre at all.

Key Findings – Large Businesses

SATISFACTION WITH DELIVERY OF SERVICES



How effectively is Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?



Looking only at Large businesses (100+ employees), respondents are satisfied with the delivery of services provided by the city (TOP2 = 94%).

The top 5 challenges for large businesses are focused around costs, resources and staffing.

The majority of respondents from Large businesses indicated the City of Vaughan is not effectively promoting the Vaughan Metropolitan Centre (BTM2 = 53%).

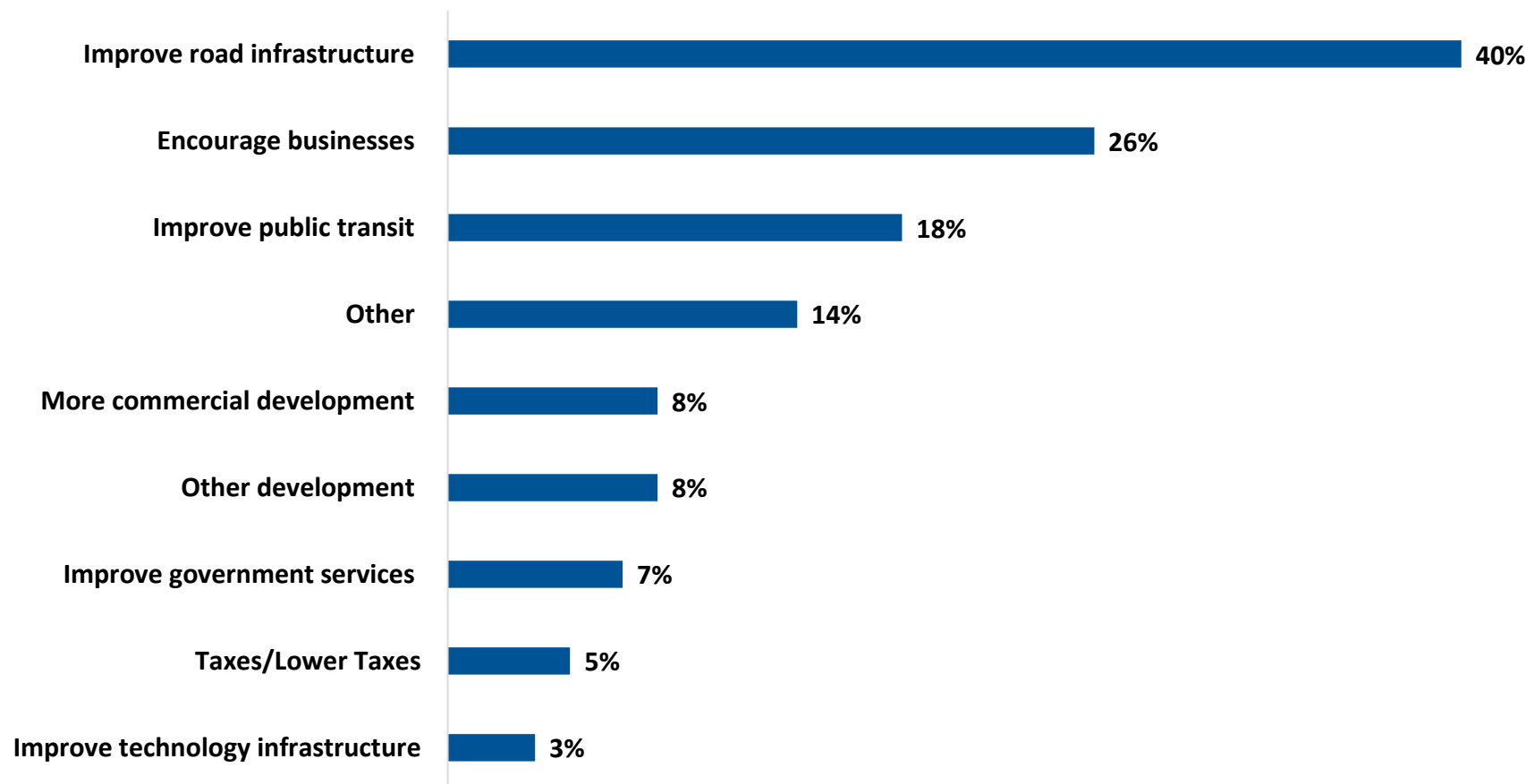
Question: [Top Left] Overall, how satisfied are you with the delivery of all the services provided by the city of Vaughan? [Top Right] What would you say are the biggest challenges your business faces? [Bottom] How effectively is the city of Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?

Sample: 17

Framework: Large Businesses Only (100+ employees)

Key Findings

Areas to Focus Economic Development Efforts



Respondents were asked to list where the city of Vaughan should be focusing its economic development efforts over the next five years.

The City of Vaughan could consider focusing its economic development efforts to improve road infrastructure (40%), encourage businesses (26%) and improve public transit (18%).



Areas to Focus Economic Development Efforts



Respondents were asked where the City of Vaughan should be focusing its economic development efforts. Here are some of the responses on improve road infrastructure, encouraging businesses and improve public transit:

“Definitely traffic and making general business popular here and connecting with Toronto.”

“Alleviating gridlock and manage flow of traffic. Start encouraging use of public transport. Get people moving all over the city in a cost efficient manner and in an environmentally conscious manner.”



Areas to Focus Economic Development Efforts



Respondents were asked where the City of Vaughan should be focusing its economic development efforts. Here are some of the responses on improve road infrastructure, encouraging businesses:

“Improving traffic as the city is growing and traffic has increased.”

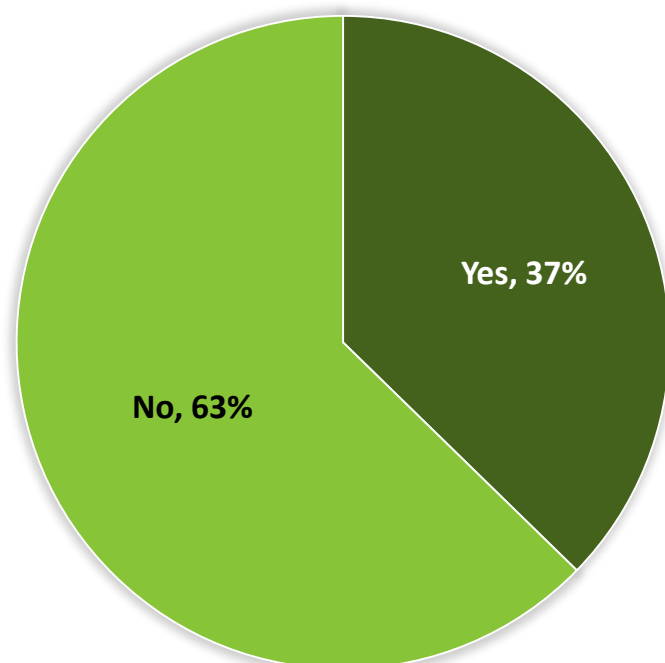
“Support the businesses that exist instead of allowing space to bring in more business.”

“Helping small businesses by lower taxes and making regulations easier.”

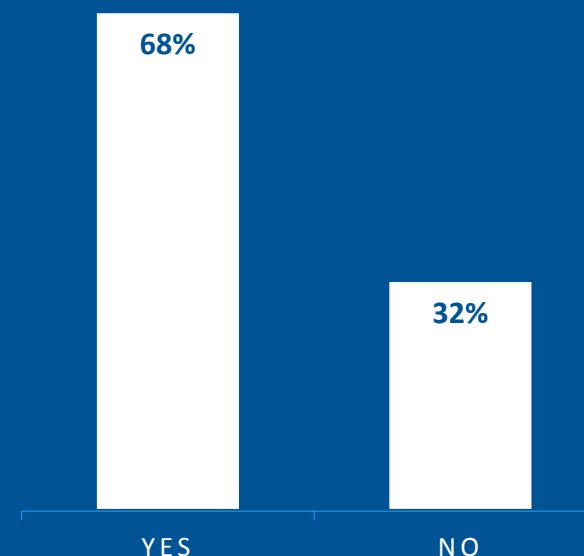


Key Findings

CONTACTED CITY: BUSINESS RELATED



WAS THE REASON RESOLVED TO YOUR SATISFACTION?



Just over 3-in-10 respondents have contacted the City of Vaughan for a reason related to their business (37%).

Of those who contacted the City, almost 7-in-10 indicated the reason for their contact was resolved to their satisfaction (68%).

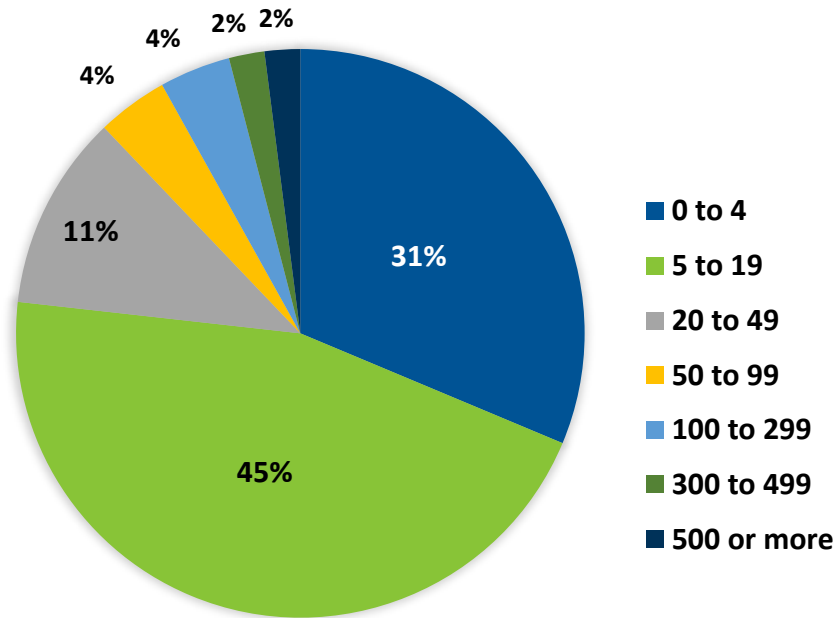
Question: [Left] Have you ever contacted the city of Vaughan for a reason related to your business? [Right] Would you say that the reason for your contact of the city resolved to your satisfaction?

Sample: [Left] 212; [Right] 79

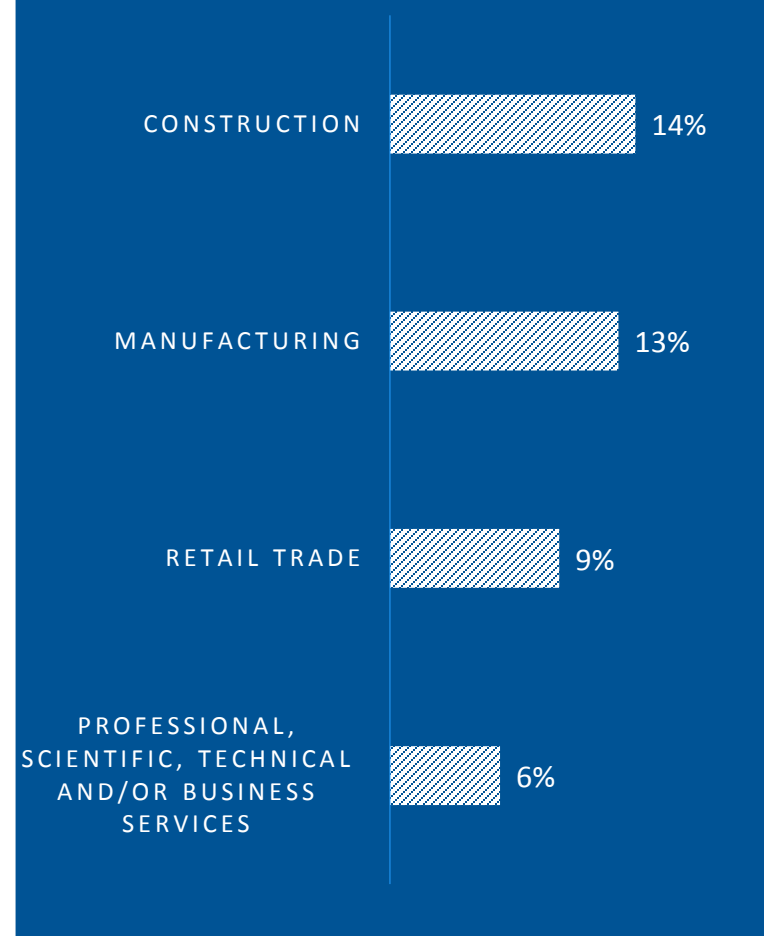
Framework: [Left] All; [Right] Those who have contacted the City.

Respondent Information

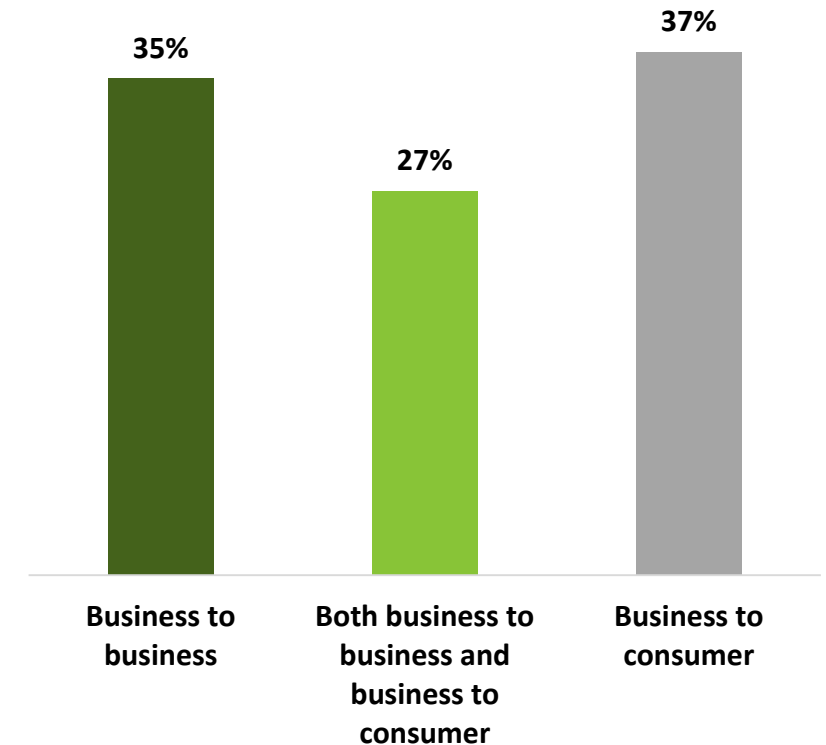
NUMBER OF EMPLOYEES



TOP 5 SECTORS



How effectively is Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?



Question: [Left] How many employees does your business have? [Middle] In what sector does your business primarily operate? [Right] Would you say that your business model is primarily business to business, business to consumer, or close to equal parts of both?

Sample: [Left] 206; [Middle] 212; [Right] 212

Framework: All

Next Steps



- Businesses are satisfied with the quality of life and the delivery of services provided by the City.
- Businesses have mixed feelings about the effectiveness of the City's promotion of the Vaughan Metropolitan Centre for a location where businesses should invest.
 - The City should consider further research into the promotion of the Vaughan Metropolitan Centre.
- One of the top challenges for businesses, both small and large, is costs in general.
 - The City could use this finding for future planning initiatives.
- Businesses are not aware of the entrepreneurship programs offered by the city of Vaughan, Sponsorship services, and location assistance.
 - The could consider additional advertising for these lesser known services.
- Many businesses will be investing in new/innovative technology for their businesses.
 - The City could consider offering technical assistance or other offers for future planning initiatives.
- Businesses have suggested that the City focus its economic development efforts to improve road infrastructure, encourage businesses, and improve public transit.



Executive Summary

The City of Vaughan is preparing an update to the 2010 Economic Development Strategy: Building a Gateway to Tomorrow's Economy and Employment Sectors Strategy (ESS), hereinafter to be referenced as the Economic Development and Employment Sectors Study (EDESS). The purpose of this study is to guide the development and implementation of the City's economic vision in order to accelerate local economic growth and job creation over the next five years; provide an employment land capacity analysis that will inform the City's Official Plan Review and Growth Management Strategy; and propose a focused and pro-active blueprint or action plans for the City and the Economic Development and Culture Services Department.

This Phase One Report provides a basis for taking advantage of new and emerging economic and employment opportunities while providing certainty on traditional and established industries. Within this report, the following analysis was undertaken:

- Identify and assess dominant post-recession impacts on the Ontario and GTA sub-regional economies, considering economic shifts (goods-producing versus service-orientation); trade policy such as various CETA and NAFTA frameworks, and transformation of BRIC and Emerging nation-state economies;
- Assess, describe and discuss implications and opportunities of shifts in Vaughan's economic base;
- Define, describe and quantify the Knowledge Economy in Vaughan;
- Vaughan Employment Land Needs Analysis;
- Qualitatively assess the top-line strengths and weaknesses of the current land use policy framework (VOP 2010) in the context of emerging trends in the economy as the basis for providing direction on the use of land (e.g. area and distribution), urban form (building type) and tenure needs of the future; and
- Valuation of the currency and relevance of the Vision and Goals of the Vaughan Economic Development Strategy (2010) in tandem with the Creative Together: A Cultural Plan for the City of Vaughan (2010) as the effective relevant strategies.

The following provides a summary of the key report findings.

Macro-Economic Trends Impacting Ontario and G.T.H.A Sub-Regional Economies

Over the past several decades, the provincial economic base, as measured by G.D.P. output, has shifted from goods-producing sectors (i.e. manufacturing and primary resources) to services-producing sectors. This has been led by strong growth in sectors such as finance and insurance, professional, scientific and technical services and educational services or progressively driven by knowledge-based and creative sectors. Similar trends have been observed within the G.T.H.A. context.

This shift in the economy is reflected in the top sectors for FDI attraction for the province, which include Software & IT Services, Business Services, Communications, Industrial Equipment and Financial Services. Ontario, as a whole, attracted \$6.9 billion dollars in capital investment in 2017, maintaining its position as a "Top 3 Destination" for Greenfield FDI in North America for the second year in a row.

With a robust economy and diverse mix of export-based employment sectors, the G.T.H.A. is highly attractive on an international and national level to new businesses and investors. Of 30 sectors



attracting investment into the G.T.H.A, Software & IT Services was the top-performing sector. Vaughan's position relative to the other 15 potential destination municipalities within the G.T.H.A is potentially indicative of under-performance in FDI attraction.

York Region has experienced relatively strong employment and population growth over the 2011-2016 period. York Region's industrial and office employment base expanded by 3.9% and 13.8%, respectively, over the period, well above the G.T.H.A. average.

Regional Industrial and Major Office Markets

The G.T.H.A.'s industrial and office commercial development markets are significant, having the third and sixth largest inventories, respectively, in North America. Of the industrial and office space in the G.T.H.A. 18% and 9%, respectively, is located in York Region.

Industrial development over the past decade has been largely oriented to large-scale industrial buildings housing wholesale trade, transportation/warehousing and multi-tenant industrial condominiums, accommodating a range of industrial and non-industrial uses. Over the 2011-2017 period, 25% of G.T.H.A. industrial development has been accommodated within York Region.

Over the period, vacancy rates have gradually declined to relatively low levels, and net market rents have risen, albeit at a marginal rate. The industrial availability rate in the G.T.H.A. and York Region is currently 1.7% and 1.5%, respectively. This is indicative of a market which is facing supply challenges.

Major office development in the G.T.H.A. has exhibited relatively strong growth throughout the past decade. Over the 2011 to 2017 period, over half of all new major office development was accommodated within the City of Toronto compared to 11% in York Region. Over the past decade, office development activity in the G.T.H.A. has shifted increasingly to downtown Toronto at the expense of suburban locations. The major office availability rate in York Region is currently 11% compared to 6.5% in the G.T.H.A. (excluding Hamilton).

Historically, the vast majority of suburban office development has been accommodated within Employment Areas; however, market prospects for conventional standalone suburban office development within Employment Areas is gradually diminishing, as demand shifts to more urban environments. Demand for office space within Employment Areas is increasingly single-tenant and integrated with multi-purpose facilities (e.g. R&D, training centres, wholesale trade) often in campus-type settings. Further, there are growing opportunities for office development within innovation districts located on employment lands which have direct synergies with knowledge-based clusters, as well as health and educational infrastructure.

Sector Trends Driving Demand for Employment Lands in the G.T.H.A

Like all Canadian regions, the G.T.H.A.'s regional economy is transitioning away from goods production and towards services delivery. These structural changes in the broader economy are altering the nature of economic activities on employment lands and impacting the built form and character of these lands. Recent market demand on employment lands has been increasingly driven by growth in the knowledge-based or creative class economies, including employment sectors such as advanced manufacturing; professional, scientific and technical services; finance and insurance; real estate; information and culture; health care and social assistance, and education. With an increasing emphasis on these knowledge-based sectors, major office, flex office and multi-purpose facilities encompassing office and non-office uses are becoming an increasingly dominant built form within Employment Areas.

The nature of traditional industrial processes is also rapidly shifting, becoming more capital/technology-



intensive and automated, with lower labour requirements. Emerging export-based sub-sectors have siting, space and built-form requirements that are significantly different from traditional manufacturing.

Increased outsourcing of manufacturing production to emerging global markets continues to drive the need for new consolidated, land-extensive warehousing facilities to store and manage the distribution of goods produced locally as well as goods imported from abroad. Demand in the Goods Movement sector is anticipated to continue across the G.T.H.A, particularly in locations where available employment lands have strong connectivity to regional transportation infrastructure (i.e. intermodal facilities and major highway access).

Anticipating and responding to the evolving needs of industry will be necessary for the City of Vaughan to better position itself for sustained growth, particularly in leading sectors. Recognizing these recent structural changes in the regional economy, there has been a shift in planning philosophy that calls for developing Employment Areas to provide for a wider range of amenities and employment-supportive uses which complement both knowledge-based and traditional industrial sectors.

Of York Region's 4,800 net ha (11,900 net acres) of developed employment lands, half (50%) is located in Vaughan. The City of Vaughan also accounts for approximately 40% of the total vacant employment lands in York Region.

Vaughan's Economic Profile and Growth Trends

Vaughan has experienced relatively strong growth in all major sectors over the 2011 to 2017 period, including an average annual G.D.P. growth of 3.7% and 4.4% in industrial and office sectors, respectively. Over the next five years (2018 to 2022), G.D.P. growth in all sectors is expected to be moderately slower than the historical average including the industrial and office sectors, which are anticipated to grow at 2.3% and 3.4%, respectively.

Vaughan's employment base in 2017 is approximately 233,000 jobs, an increase of 25% from 2011. The largest sector in Vaughan is manufacturing, which accounts for 22% of the total employment base. Other key sectors include construction, retail trade, and wholesale trade.

Since 2006, employment growth has averaged 3.7% annually in Vaughan, slightly higher than the growth rate in York Region. Over the 2008 to 2017 period, the City accommodated an average of \$297 million worth of non-residential development activity annually. Over the period, the majority (48%) was in the commercial sector. This is compared to 31% and 21% in the institutional and industrial sectors, respectively.

Commuting patterns by industry show that Vaughan is a net importer of employees in sectors including manufacturing, construction, trades and transportation and warehousing. However, the City exports employees in finance and insurance, educational services, health care and social assistance and professional, scientific and technical services.

As per the June 2018 Canadian Business Counts data, Vaughan had a total of 65,141 business establishments (including self-employed establishments). Sectors that have experienced the highest rate of growth for establishments include Professional, scientific and technical services; Health care and social assistance; Finance and insurance; and Transportation and warehousing.

Approximately 127,430 residents of Vaughan are employed. Sales and services occupations rank the highest in Vaughan, accounting for 24 % of total occupations. Vaughan also has a higher percentage of trades, transport and equipment operators and related occupations compared to York Region and the Province. Occupations in manufacturing and utilities are also relatively high in Vaughan.



With respect to Vaughan's Creative Economy, the City has a relatively high talent index score relative to other municipalities the G.T.H.A. and is well-positioned to capitalize on its ability to attract immigrants and visible minorities when considering employment opportunities based on its tolerance index score. While Vaughan's technology index is lower than the G.T.H.A. average, the City has the potential to capitalize on hi-tech opportunities.

Vaughan Employment Areas and Industrial/Major Office Market

Employment lands are an integral part of Vaughan's economic development potential, and they accommodate a significant share of the municipality's businesses and employment. As of 2017, Vaughan's employment lands accommodated approximately 145,200 jobs, accounting for 67% of the City-wide total. Vaughan's employment lands accommodate a broad range of sectors, including manufacturing, construction, wholesale trade, professional, scientific and technical services, and transportation and warehousing. Of Vaughan's 2017 employment base on employment lands, 38% is located within the Concord/CN Railway Lands district while the Highway 400 Industrial District accommodates 27%, as illustrated in Figure 72. Highway 407 and Highway 427 Industrial Districts account for 25% and 10% of the employment base, respectively.

Over the 2006 to 2017 period, the City's employment on employment lands has expanded from 104,900 jobs to 145,200, and its share of City-wide employment has decreased from 71% to 67%. Vaughan has averaged approximately 1,341,000 sq.ft. (124,600 sq.m) of building activity on employment lands annually over the past decade and employment land absorption has averaged approximately 39 net ha (96 net acres) per year. Over the 2011 to 2017 period, Vaughan has accounted for 53% of the Region's total employment lands absorption.

Vaughan has a total of 1,042 net ha (2,575 net acres) of vacant designated employment land (as of mid-2017), which represents approximately 40% of the York Region total. Further, a total of 407 ha (1,006 acres) of developed employment land within the City was identified as underutilized. This represents 16% of the total developed employment land base. Underutilized parcels are located in a number of more mature Employment Areas including Jane South and Keele, as well as newer greenfield areas including Highway 427 West and Highway 427 East.

With respect to the local industrial market, which is largely accommodated on employment lands, the City of Vaughan contains the largest inventory of industrial space in York Region, accounting for approximately 54% of the regional total. Over the 2011 to 2017 period, industrial development in Vaughan has been robust, averaging 807,000 sq.ft. per year with 2017 particularly strong with development of approximately 1.3 million sq.ft. The industrial availability rate in Vaughan and York Region is 1.5%, slightly lower than the G.T.A. average of 1.8%.

Over the past decade, major office development activity has shifted away from Employment Areas in favour of other commercial areas in the City, such as the V.M.C. Over the period, major office development in Vaughan has averaged 212,000 sq.ft. (19,700 sq.m) per year. While major office availability rates have historically been relatively low in Vaughan, the rates are currently relatively high, averaging 9.4%. This is comparable to the G.T.A. average but marginally lower than the York Region average of 11.0%.

Forecast Employment Growth and Employment Land Needs

In many respects, Vaughan's long-term employment potential is largely tied to the success of the G.T.H.A./G.G.H. and York Region as a whole. As previously identified, the G.T.H.A. represents the economic powerhouse of Ontario and the centre of much of the economic activity in Canada. With a



robust economy and diverse mix of export-based employment clusters, the G.T.H.A. is highly attractive on an international and national level to new businesses and investors.

Vaughan's employment base is expected to increase from 238,300 jobs in 2019 to 261,100 jobs in 2024, an increase of 22,700 jobs, with an average annual growth rate of 1.8% over the period. Employment Areas in Vaughan are forecast to accommodate approximately 11,800 jobs over the period. This represents approximately 52% of the City's total employment growth over that period.

Employment lands in Vaughan provide opportunities to accommodate a wide variety of employment sectors and businesses within a range of building types and forms. Key growth sectors include construction, goods movement, advanced manufacturing and other knowledge-based sectors.

Within the 2019 to 2024 forecast period, approximately 20% of employment growth on employment lands is anticipated to be accommodated through intensification, such as the expansion of existing buildings, additional development on already occupied parcels and infill on partially vacant lots. Adjusted for intensification, the City is anticipated to require an additional 236 net ha (583 net acres) of employment lands to accommodate forecast demand of 9,440 employees.

Industry Sector Requirements and Opportunities to Accommodate Growth

Several factors determine municipal competitiveness and growth potential within an employment lands context. The relative importance of these factors is evolving in response to structural changes in the macro-economy, which is impacting industrial and office development patterns within the G.T.H.A. and more broadly in Ontario. Being competitive in today's "new economy" requires new approaches to how employment areas are planned and developed.

With respect to industrial development, industrial activity is increasingly centred on production processes which are time-sensitive, driven by just-in-time manufacturing, e-commerce and an increasingly globalized environment. As a result, the location and site requirements within the industrial sector continue to evolve. For the goods movement sector, a major growth sector, the growing interdependence of companies and their suppliers continues to increase the importance of this integrated business process through various modes of transportation. In turn, this drives the need for more, bigger and better-located warehouses and logistics facilities. As such, large flexible tracts of land are required for large warehouses, storage yards and future expansion. Locational requirements are typically focused on direct access to distribution channels. This means that access to transportation infrastructure is critical, including access to 400 series highways and intermodal facilities. Given that these facilities tend to be land-extensive, competitive land costs are also an important consideration in site selection.

With an increasing emphasis on the "knowledge-based" and/or "creative class" economy, office development is becoming an increasingly dominant built form. Within the office sector, office development patterns are evolving in response to the needs of office tenants. Office tenants are increasingly looking for access/proximity to high-order transit and services/amenities as well as environments that feature mixed-use development and offer opportunities for live/work. The quality and location of new office space are considered very important tools to attract and retain talent. While development and operating costs on location decisions for office development are important, it is less evident than some of the other factors identified above. Industry sectors have a variety of requirements and considerations that go into site selection.

For Vaughan to continue to be competitive and attractive to a broad range of industrial and commercial sectors, the City needs to ensure that it has enough supply and market choice of serviced employment



lands. Based on recent absorption trends, it appears that Vaughan is currently meeting this requirement. However, despite the availability of vacant employment land, the market choice is somewhat limited. Although Vaughan has a relatively healthy supply of small- to medium-sized parcels (i.e. less than 5 Ha), there is a limited number of larger vacant industrial land parcels (i.e. 5 Ha and greater) that are shovel-ready. For Vaughan to continue to be competitive and potentially attract larger-scale industrial employers, such as large-scale manufacturers, logistics and distribution centres, the City needs to provide a greater number of larger serviced industrial sites.

Employment Land Policies Evaluation and Recommendations

Land-use planning policies must anticipate the evolving nature of the local and regional economy and reflect the diverse needs of established and emerging industries. Land-use policies must also offer a degree of flexibility and nimbleness that allows for relatively rapid responses to disruptive factors, which can be a critical advantage relative to competitive markets. To address this, an assessment of the current land-use policy framework as presented in the City of Vaughan Official Plan (2010) with respect to employment uses was completed within a broader G.T.H.A. comparative context.

This analysis had consideration for the following:

- Alignment of OP Policies with market demand and potential for Vaughan's employment lands;
- Protection and conversion of employment uses; and
- Opportunities to accommodate a higher density of development within certain locations.
- A summary of the analysis is provided below. Based on this analysis, a series of recommendations is also presented.

Based on this analysis, the following recommendations and policy or process-based actions were developed for the City of Vaughan to consider in its land-use and economic development planning activities.

1. Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy
2. Provide Stronger Direction Regarding Employment-Supportive Uses in Employment Areas
3. Explore Opportunities for Intensification of Employment Lands
4. Undertake Regular and Ongoing Monitoring of Employment Land Supply and Demand to assist with Longer-Term Land Use Planning and Land Needs
5. Undertake a Detailed Employment Lands Competitiveness Analysis



1. Executive Summary

The City of Vaughan in preparing an update to its 2010 Economic Development Strategy is focused on accelerating local economic growth and job creation over the next five years; providing an employment land capacity analysis that will inform the City's Official Plan Review and Growth Management Strategy; and developing a focused and proactive blueprint and action plan for the City and the Economic Development and Culture Services Department that provides for a more strategic role for the department and aligns with the Term of Council Priorities of Attracting Investment and Creating Jobs.

The goal of any economic development strategy is to improve the liveability and quality of life of a community through sustainable economic growth that includes the attraction of high-quality jobs, wealth and investment.

To achieve this, cities like Vaughan are evaluating their roles and responsibilities in economic development, recognizing their increasingly important role on the global stage. Communities across Canada have begun extending their traditional programming such as business attraction and retention, to include efforts that support and foster skills development, entrepreneurship, mentorship, risk financing, technology transfer, product commercialization, immigrant attraction and the integration of information and communications technology in ways that have begun to transform industry sector performance and city-building.

The implications of this shifting landscape are challenging the old models of economic development and the tactics deployed by municipalities in the attraction of and retention of business investment and workers. Where historically economic development was driven by a competitive tax structure, the availability of serviced employment land, buildings and an educated workforce, today's successful cities are adding new elements to their economic development strategies that seek to:

- Enhance innovation and productivity within the business community as a way to improve competitiveness
- Leverage cultural diversity that supports connects within a city and to the rest of the world
- Create opportunities for partnerships with industry, advanced education, government and community to flourish
- Create urban environments that provide for a high quality of place experience in order to attract the best and the brightest to their community

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: TOURISM VAUGHAN CORPORATION (TVC) –
IMPLEMENTATION REPORT**

FROM:

Tim Simmonds, Interim City Manager

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

Michael Coroneos, Deputy City Manager, Corporate Services and Chief Financial Officer

ACTION: DECISION

Purpose

To provide information and recommendations related to the start-up and implementation of the new Tourism Vaughan Corporation (TVC), namely approval of: TVC Corporate By-law No. 1; Officers to the Board of Directors of TVC; The Corporation of the City of Vaughan Asset Transfer Policy; Memorandum of Agreement between the City of Vaughan and Tourism Vaughan Corporation; and other enabling matters.

Report Highlights

- On January 29, 2019 Council approved the Municipal Accommodation Tax and the creation of the Municipal Services Corporation ('Tourism Vaughan Corporation') to be the tourism promotion entity in Vaughan responsible and accountable for managing 50 per cent of the revenue generated from the municipal accommodation tax that came into effect on April 1, 2019.
- Formally registered as a Non-Share Capital Corporation on May 15, 2019 (having The Corporation of the City of Vaughan as its sole shareholder), Tourism Vaughan Corporation is on-schedule to start on January 1, 2020.
- Council ratification of the recommendations in this report provides the governance, strategic and operations foundation necessary to allow the TVC to conduct the affairs and transactions of the organization in accordance with its mandate and objectives, and applicable laws and regulations.

Recommendations

1. That, Tourism Vaughan Corporation Corporate By-law No. 1 (Attachment 1) be approved, as substantially presented in this report;
2. That, the following individuals be duly appointed to the Board of Directors of the Tourism Vaughan Corporation for the stated positions:
 - i. Tim Simmonds, Chair and President
 - ii. Regional Councillor Gino Rosati, Vice Chair
 - iii. Michael Coroneos, Treasurer
 - iv. Christine Vigneault, Secretary;
3. That, the Corporation of City of Vaughan Asset Transfer Policy 02.C.04 (Attachment 2) be approved, as substantially presented in this report;
4. That, the Mayor and City Clerk be authorized to execute a Memorandum of Agreement (Attachment 3), as substantially presented in this report, between The Corporation of the City of Vaughan and Tourism Vaughan Corporation, subject to the form and content of this agreement being satisfactory to the City Solicitor; and
5. That, the Mayor and City Clerk be authorized to execute operational agreements of mutual interest, as required, between The Corporation of the City of Vaughan and Tourism Vaughan Corporation, subject to the form and content of such agreements being satisfactory to the City Solicitor.

Background

On January 29, 2019 Council approved the Municipal Accommodation Tax (MAT) and the creation of a Municipal Services Corporation (MSC) to be the tourism promotion entity in Vaughan. Staff prepared a business case study for the Municipal Services Corporation that was adopted by Council on April 1, 2019 and proceeded with the legal work to establish the corporation as required by the *Corporations Act* (Ontario), the *Municipal Act, 2001* (Ontario) and the Municipal Services Corporation Regulation under the *Municipal Act, 2001* (Ontario Regulation 599/06).

Previous Reports/Authority

[Council Extract - Municipal Accommodation Tax](#)

[Council Extract - Municipal Services Corporation \(MSC\) - Tourism Promotion Entity in Vaughan](#)

Analysis and Options

In April 2019, the City retained WeirFoulds, a professional legal services firm to assist with the incorporation and organization of the proposed Municipal Services Corporation. The scope of work was as follows:

1. All necessary corporate name searches
2. Filing of Letters Patent or Articles of Incorporation
3. Preparation of Corporate By-law(s) and all other organizing consents and resolutions for the MSC.
4. Preparation of an Agreement between the City of Vaughan (sole voting member) and the MSC addressing issues including: governance structure; anticipated support provided to the MSC by the City; asset transfer policies; ownership, use and maintenance of intellectual property; audit requirements; wind-down provisions and other provisions as may be recommended by external legal counsel and accepted by the City.

Corporate name searches were conducted, and the proposed name: Tourism Vaughan Corporation was available. On May 15, 2019 TVC was incorporated as Municipal Services Corporation with the first directors being Tim Simmonds, Gino Rosati, Michael Coroneos and Dennis Cutajar (Attachment 4).

Further, a corporate by-law (By-law No. 1 as per Attachment 1) was prepared for Tourism Vaughan Corporation, setting out the following:

- Role of City as sole voting member
- Roles and responsibilities of Directors and Officers of the Corporation
- Committees and Advisors
- Procedural matters related to member meetings
- Accounting, audit and record-keeping
- Other matters

Under the provisions of the Municipal Accommodation Tax regulation (*section 400.1 of the Municipal Act, 2001*, and *Ontario Regulation 435/17*), the City is required to transfer 50 per cent of MAT revenues, less reasonable administrative costs, to TVC for the purposes of Vaughan-focused tourism marketing, promotion and program delivery. In conformity with the City's priority on Good Governance (i.e., public accountability and transparency in all its financial matters), an Asset Transfer Policy 02.C.04 as set out in Attachment 2 provides detailed guidance to the TVC, staff and the public, on the transfer, use and accounting of corporate assets as approved by Council.

A Memorandum of Agreement (Attachment 3) between the City of Vaughan and Tourism Vaughan Corporation has been prepared. The Agreement sets out the relationship

between the City and TVC including: guiding principles of TVC, City's assistance to TVC, financial matters, and requirements for public accountability and reporting.

Next Steps

Following Council's approval of the Memorandum of Agreement, TVC By-law No. 1 and the Asset Transfer Policy, the Chair will call the first public meeting of the Board of Directors for the TVC in early January 2020.

The City is currently in the recruitment process for a Manager of Tourism, Arts and Cultural Development reporting to the Director of Economic and Cultural Development. The Manager will also serve as the Executive Director of the TVC, managing the day-to-day affairs of the Corporation in carrying out its tourism marketing, promotion and program delivery mandate.

Financial Impact

The expenditures for establishing Tourism Vaughan Corporation are funded from revenues collected under the Municipal Accommodation Tax. Future spending arising from TVC will be set out in annual business plans and operating budgets approved by the TVC Board of Directors and adopted by Council.

Broader Regional Impacts/Considerations

Copies of this report will be circulated to the Vaughan Chamber of Commerce, hotel industry stakeholders, and the Central Counties Regional Tourism Organization for their information.

Conclusion

In conclusion, as the sole voting member of the new Tourism Vaughan Corporation, Council has the responsibility to appoint the Board of Directors and approve key enabling documents, as discussed in this report.

With approval of the recommendations in this report, Council will have established a sound foundation for the governance, leadership, management and operations of the new Municipal Service Corporation, called: "Tourism Vaughan Corporation".

For more information, please contact: Dennis Cutajar, Director of Economic and Cultural Development Department, ext. 8274.

Attachments

1. Tourism Vaughan Corporation Corporate By-law No. 1
2. The Corporation of the City of Vaughan Asset Transfer Policy 02.C.04
3. Memorandum of Agreement between the City of Vaughan and Tourism Vaughan Corporation
4. Letters Patent – Tourism Vaughan Corporation dated May 15, 2019

Prepared by

Shirley Kam, Manager of Special Projects and Economic Development, ext. 8874

Sam Hall, Legal Counsel, ext. 8298

Dean Ferraro, Director of Financial Services/Deputy City Treasurer, ext. 8272

Dennis Cutajar, Director of Economic and Cultural Development, ext. 8274

BY-LAW NO. 1

being a by-law relating generally to the transaction
of the affairs of the Tourism Vaughan Corporation

BE IT ENACTED AND IT IS HEREBY ENACTED as a by-law of the Tourism Vaughan Corporation (hereinafter called the "**Corporation**") that:

APPLICABLE LAW

1. As a municipal services corporation the Corporation is subject to legislative requirements beyond those imposed on standard business and not-for-profit corporations. The Corporation is subject to a number of statutes and regulations, including but not limited to the *Corporations Act* (Ontario), the *Municipal Act, 2001* (Ontario) and the Municipal Services Corporations Regulation under the *Municipal Act, 2001* (Ontario Regulation 599/06) or any successor or replacement legislation or regulation. This by-law and the activities of the Corporation shall conform with all applicable law.

INTERPRETATION

2. **Defined Terms.** The following terms shall have the meanings set out after them:

(a) **City:** The Corporation of the City of Vaughan.

(b) **Council:** The City's Mayor and Members of Council.

(c) **Council Resolution:** a resolution of Council reached pursuant to the City's Procedural By-law.

3. **Voting Member's Decisions and Actions.** Unless otherwise specifically provided for in this By-Law, any reference in this By-Law to a decision, determination or election made or vote exercised or action taken by the Voting Member shall reflect the consensus of the Council as memorialized in a Council Resolution.

HEAD OFFICE

4. The head office of the Corporation shall be in the City in the Province of Ontario, and at such place therein as the Directors may from time to time determine.

SEAL

5. The Corporation may have a corporate seal in the form approved from time to time by the Board of Directors and by the Voting Member. If a corporate seal is approved by the Board of Directors and by the Voting Member, the Secretary of the Corporation shall be the custodian of the corporate seal.

DIRECTORS

6. **Number and Quorum.** Until changed by special resolution or supplementary letters patent, the number of the Board of Directors of the Corporation shall be four (4) Directors. A majority of Directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors. Notwithstanding vacancies on the Board of Directors, the remaining Directors may exercise all the powers of the Board of Directors so long as a quorum of the Board of Directors remains in office.

7. **Qualification.** Each Director shall be eighteen (18) or more years of age. No undischarged bankrupt shall be a Director, and, if a Director becomes a bankrupt, he or she thereupon ceases to be a Director.

8. **Election and Term of Office.** The Voting Member will elect Directors at each annual Member's meeting, and the Directors shall be elected to hold office for a term expiring not later than the close of the first (1st) annual Member's meeting following the election.

9. **Resignation.** A Director may resign the office of Director by notice in writing to the Corporation.

10. **Vacancies.** Any vacancy occurring in the Directors may be filled for the remainder of the term of such Director by an individual identified by the Voting Member by way of a Council Resolution.

11. **Removal of Directors.** The Voting Member may remove any Director before the expiration of the term of office and may fill the vacancy of a position of Director caused by any reason for the remainder of such term with an individual identified by the Voting Member by way of a Council Resolution.

12. **Meetings of Directors.** Meetings of the Board of Directors may be held at the head office of the Corporation or at any other place in Ontario. An annual calendar of meeting dates of the Board of Directors shall be posted on the City's website.

Meetings of the Board of Directors shall be regular and open (provided that such meetings may only be closed to the public if the subject matter is of the type listed in subsection 239(2) of the *Municipal Act, 2001* (Ontario) or any successor or replacement legislation).

In addition to scheduled meetings of the Board of Directors, the Chair of the Board or the Vice-Chair of the Board or any two (2) Directors may at any time call a special meeting of

the Board of Directors in order to address a matter of an urgent nature. Notice of such meeting shall be delivered, conveyed by telephone or transmitted by e-mail to:

(a) each Director; and

(b) the Voting Member (through the City Clerk for distribution to the Mayor and Members of Council and, as appropriate, to the public);

not less than twenty-four (24) hours before the meeting is to take place or shall be mailed to:

(c) each Director; and

(d) the Voting Member (through the City Clerk for distribution to the Mayor and Members of Council and, as appropriate, to the public);

not less than forty-eight (48) hours before the meeting is to take place.

After the election of Directors at a Member's meeting, for the first meeting of the Board of Directors to be held immediately following such meeting, or in the case of a Director elected to fill a vacancy on the Board of Directors, for the meeting at which such election is made, no notice of such meeting shall be necessary to the newly elected Director or Directors in order validly to constitute the meeting, provided a quorum of Directors be present.

No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive notice of any such meeting and any Director may ratify and approve of any or all proceedings taken or had thereat.

The City Manager (or designate as identified by the City Manager from time to time) shall be entitled to receive all notices of a meeting of the Board of Directors of the Corporation required to be given to the Directors and shall be invited to join all meetings of the Board of Directors, but shall not be entitled to vote thereat.

By invitation of the Board of Directors the Executive Director of the Corporation (or designate as identified by the Executive Director of the Corporation from time to time) may attend meetings of the Board of Directors of the Corporation, but shall not be entitled to vote thereat.

13. **Signed By-Laws and Resolutions in Lieu of Meeting of the Board of Directors.** Any by-law or resolution signed by all the Directors is as valid and effective as if passed at a meeting of the Directors duly called, constituted and held for that purpose.

14. **Voting.** Questions arising at any meeting of the Board of Directors shall be decided by a majority of votes. In case of any equality of votes, the Chair of the meeting shall not have a second or casting vote. All votes at any such meeting shall be taken by ballot if so demanded by any Director present, but, if no demand be made, the vote shall be taken in the usual way by assent or dissent. A declaration by the Chair of the meeting that a resolution has been carried and an entry to that effect in the minutes shall be *prima facie* evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

15. **Remuneration of Directors.** The Directors of the Corporation shall serve without remuneration from the Corporation and no Director shall directly or indirectly receive any profit from the position as such; provided that a Director may be paid by the Corporation reasonable expenses incurred in the performance of the duties as a Director.

16. **Indemnity of Directors and Officers.** Every Director or officer of the Corporation and the heirs, executors and administrators and, estate and effects, respectively of such Director or officer shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Corporation from and against:

- (a) all costs, charges and expenses whatsoever which such Director or officer may sustain or incur in or about any action, suit or proceeding which is brought, commenced or prosecuted against such person, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by such person, in or about the good faith execution of the duties of office;
- (b) all other costs, charges and expenses which such person may sustain or incur in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by such person's own wilful neglect or default or conduct outside the course and scope of his or her duties as a Director or officer of the Corporation.

17. **Protection of Directors and Officers.** No Director or officer of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director or officer or employee, or for joining in any receipt or other act for conformity, or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Board of Directors for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of the Corporation shall be invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom any moneys, securities or effects of the Corporation shall be deposited, or for any loss, conversion, misapplication or misappropriation of or damage resulting from any dealings with any moneys, securities or other assets belonging to the Corporation or for any loss occasioned by any error of judgment or oversight on such person's part or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of the office or in relation thereto unless the same shall happen by or through such person's own wilful neglect or default or conduct outside the course and scope of his or her duties as a Director or officer of the Corporation.

The Directors may rely upon the accuracy of any statement or report prepared by the Corporation's auditor and shall not be responsible or held liable for any loss or damage resulting from any actions based upon such statement or report.

18. **Business Plans and Budgets.** Subject to Section 26 and any agreement with the Voting Member, the creation and management of business plans and an annual operating budget will be the responsibility of the Board of Directors for provision to the Voting Member (through the City Clerk for distribution to the Mayor and Members of Council) provided that each such budget shall be subject to the Voting Member's approval.

19. **Policies and Procedures.** Subject to Section 26 and any agreement with the Voting Member, the Board of Directors shall prepare corporate policies and procedures or adopt the Voting Member's policies and procedures. The Corporation shall maintain a log of such policies and procedures and shall make them available to the Board of Directors, to the Voting Member and its staff, and to the public.

COMMITTEES AND ADVISORS

20. **Committees.** The Board of Directors may appoint such committees as it, from time to time, considers advisable, provided that the Board of Directors shall appoint a Strategic Advisory Committee.

No committee shall have the power to act for or on behalf of the Corporation or otherwise commit or bind the Corporation to any course of action. Committees shall only have the power to make recommendations to the Board of Directors as the Board may, from time to time, direct. Members of committees shall be appointed by, and hold office at the pleasure of the Board of Directors. Members of committees need not be members of the Board. The chair of each committee shall submit to the Board such reports as the Board may, from time to time, request, but, in any event, each chair shall submit an annual report to the Board at such time as the Board may, from time to time, determine.

21. **Strategic Advisory Committee.** The Strategic Advisory Committee shall be comprised of tourism and hotel industry stakeholders and local business organizations and shall provide the Board of Directors with guidance and expertise related to the development of strategic marketing and business development plans in accordance with terms of reference to be established by the Board.

22. **Advisors.** The Board (subject to the approval of the Voting Member) or the Voting Member may from time to time appoint advisors to serve the Corporation in such positions other than as Officers, with such titles and with such powers and duties and for such terms of service, as the Board (subject to the approval of the Voting Member) or the Voting Member deems advisable.

MEMBERSHIP

23. **Membership.** The membership shall consist of the applicants for the incorporation of the Corporation and, upon its admission as a member by the Board of Directors, the City (upon which admission the membership of the applicants for the incorporation of the Corporation shall terminate).

Upon its admission as a member by the Board of Directors, the City shall be known as Voting Member.

The Voting Member shall be the City and upon passage of this by-law by the initial Board of Directors, such Voting Member shall be deemed to have been admitted by the Board of Directors as the sole Voting Member of the Corporation.

24. **Resignation.** Members may resign by resignation in writing.

25. **Voting.** The Voting Member shall be entitled to one (1) vote on each question arising at any special or general Member's meeting. At such a meeting, the representative of the Voting Member in attendance may vote on:

(a) procedural matters; and

(b) other matters which are neither:

(i) fundamental matters; nor

(ii) matters specifically addressed elsewhere in this By-Law.

At such a meeting, the representative of the Voting Member in attendance may vote on the matters referred to in (i) and (ii) above to the extent the representative of the Voting Member has been authorized by the City to vote regarding such matters and only in accordance with such authority.

26. **Governance Framework.** The Voting Member may establish a corporate governance framework for decision-making, strategic planning, budget and business plans, and corporate policies.

MEMBER'S MEETINGS

27. **Meetings.** The annual or any special general Member's meeting shall be held at the head office of the Corporation or elsewhere in Ontario as the Board of Directors shall appoint. The Voting Member shall be entitled to be present at a Member's meeting. Any other person may be admitted at the invitation of the Chair of the meeting or with the consent of the meeting.

28. **Signed Resolutions in Lieu of Member's Meetings.** Any resolution signed by the Voting Member is as valid and effective as if passed at a Member's meeting duly called, constituted and held for that purpose.

29. **Agenda and Notice.** At every annual Member's meeting, in addition to any other business that may be transacted, the report of the Board of Directors, the financial statements and the report of the auditor shall be presented and a Board of Directors elected for the ensuing year. The Voting Member may consider and transact any business either special or general without any notice thereof at any Member's meeting. The Voting Member shall be entitled to call at any time a special general Member's meeting.

30. **Error or Omission in Notice.** No error or omission in giving notice of any annual or general Member's meeting or any adjourned meeting, whether annual or general, shall invalidate such meeting or make void any proceedings taken thereat and the Voting Member may at any time waive notice of an such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

31. **Adjournment.** Any Member's meetings may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been

transacted at the original meeting from which such adjournment took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

32. **Quorum and Voting.** A quorum for the transaction of business at any Member's meeting shall consist of the Voting Member. At all Member's meetings every question shall be decided by the vote of the Voting Member in accordance with Section 25.

OFFICERS

33. **General.** The officers shall be a Chair of the Board (who shall be the President for the purposes of the *Corporations Act*), a Vice-Chair of the Board, and a Secretary as appointed by the Voting Member, and a Treasurer in accordance with Section 34. The Voting Member may appoint such other officers as the Voting Member may from time to time determine. Subject to Section 15 and subject to the approval of the Voting Member, the Board of Directors may fix the remuneration to be paid to officers, agents, servants, and employees.

34. **Treasurer.** The City Treasurer (or designate as identified by the City Treasurer from time to time) shall be the Treasurer of the Corporation.

35. **Vacancy.** A vacancy occurring from time to time in these offices may be filled by the Voting Member with an individual identified by the Voting Member by way of a Council Resolution. One (1) person may hold more than one (1) office except that of Chair of the Board and Secretary, and any person who holds both the office of Secretary and Treasurer, may be known as the Secretary-Treasurer.

36. **Duties of Chair of the Board and Vice-Chair of the Board.** The Chair of the Board shall, when present, preside at all Member's meetings and meetings of the Board of Directors. The Chair of the Board of Directors with the Secretary or other officer appointed by the Board of Directors for the purpose, shall sign all by-laws. The Chair of the Board shall perform such other duties as may from time to time be determined by the Voting Member. During the absence or inability of the Chair of the Board, the Chair of the Board's powers and duties may be exercised by the Vice-Chair of the Board, or such other Director as the Voting Member may from time to time appoint for the purpose and if the Vice-Chair of the Board or such other Director shall exercise any such duty or power, the absence or inability of the Chair of the Board shall be presumed with reference thereto.

37. **Secretary.** The Secretary shall give or cause to be given all notices required to be given to Members, Directors and the auditor, shall attend all meetings of the Board of Directors and all Member's meetings and shall enter or cause to be entered in books kept for that purpose minutes of all proceedings at such meetings. shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation and shall perform such other duties as may from time to time be determined by the Voting Member.

38. **Treasurer.** The Treasurer shall keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and shall deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from

time to time be designated by the Voting Member, shall disburse the funds of the Corporation under the direction of the Board of Directors, and shall render to the Board of Directors at the regular meetings thereof whenever required an account of all of transactions as Treasurer, and of the financial position of the Corporation and shall also perform such other duties as may from time to time be determine by the Voting Member.

39. **Duties of Executive Director.** The executive director, subject to the authority of the Board of Directors and the supervision of the Chair of the Board, shall be charged with the general management and supervision of the affairs and operations of the Corporation. The executive director shall perform all duties incidental to the office and shall have such other powers and duties as may from time to time be assigned by the Board of Directors.

40. **Other Officers.** The duties of all other officers shall be such as the terms of their appointment call for or the Voting Member requires of them. Any of the powers and duties of an officer to whom an assistant has been appointed may be exercised and performed by such assistant, unless the Voting Member otherwise directs.

41. **Variation of Duties.** The Voting Member may from time to time, vary, add to or limit the powers and duties of any officer or officers.

42. **Agents and Attorneys.** The Board of Directors shall have power from time to time to appoint agents or attorneys for the Corporation with such powers of management or otherwise (including the power to subdelegate) as may be thought fit.

43. **Term of Office.** The term of office of each officer (other than the Treasurer) shall be such as the terms of their appointment provide, provided that the Voting Member may remove any officer and appoint a successor to serve for the remainder of the term with an individual identified by the Voting Member by way of a Council Resolution.

CONFLICTS OF INTEREST – DIRECTORS, OFFICERS AND ADVISORS

44. ***Municipal Conflict of Interest Act.*** The Directors and officers of the Corporation shall be deemed to be members for the purposes of the *Municipal Conflict of Interest Act* (Ontario) or any successor or replacement legislation.

45. **Conflicts of Interest.** A Director, officer or advisor who has a real or perceived direct or indirect interest in a contract, act, transaction, or proposal with the Corporation, whether direct or indirect, shall disclose their interest to the Board of Directors.

Where a Director has disclosed a conflict of interest with the Corporation the Director shall not debate or vote on the matter that is the subject of the conflict.

Where an officer or advisor has disclosed a conflict of interest with the Corporation the officer or advisor shall not advise on the matter that is the subject of the conflict.

Subject to compliance with the law, and subject to compliance with the conflict of interest provisions in this by-law, no contract or arrangement entered into by or on behalf of the Corporation in which a Director is directly or indirectly interested shall be voided or voidable and

no Director shall be liable to account to the Corporation or its Members or creditors for any profit realized from any contract or arrangement by reason of any fiduciary relationship.

Where a Director has failed to comply with the conflict of interest provisions of this by-law and where a contract or arrangement has been entered into with the Corporation, the contract may be deemed to be voided or voidable and the Director may be liable to account to the Corporation or its Members or creditors for any profit realized from the contract or arrangement by reason of a fiduciary relationship.

The Board of Directors in its discretion may submit any contract, act, transaction, or proposal with the Corporation for approval or ratification by the Voting Member and, subject to the provisions of the *Corporations Act*, any such contract, act, transaction, or proposal that shall be approved or ratified or confirmed by the Voting Member shall be valid and binding upon the Corporation.

A Director, officer or advisor who has a real or perceived direct or indirect interest in a contract, act, transaction or proposal with the City shall disclose this to the Board of Directors.

When any City employee or any individual appointed by the City who is carrying out his or her duties with respect to City business or with respect to the Corporation in the capacity as a Director or officer of the Corporation, such City employee or individual appointed by the City shall not be deemed to have a conflict of interest.

Where a Director, officer or advisor has disclosed a conflict of interest with the City the person shall not debate, vote or advise the Corporation on the matter, nor shall the Director, officer or advisor lobby, advise or make recommendations to, Council on the matter that is the subject of the conflict.

AUDITOR AND AUDITS

46. **Auditor.** The external auditor for the Voting Member shall be the external auditor for the Corporation, and shall have all of the rights and powers of an auditor provided under the *Municipal Act, 2001*.

47. **Audits.** The Corporation shall be subject to audit by the Voting Member's Internal Auditor (or designate as identified by the Voting Member's Internal Auditor from time to time), as required by the Voting Member.

EXECUTION OF DOCUMENTS

48. **Execution.** Subject to the approval of the Voting Member and this by-law, the Board of Directors shall establish a policy regarding authority to sign in the name and on behalf of the Corporation all instruments in writing and any instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality. Subject to the approval of the Voting Member and this by-law, the Board of Directors shall have power from time to time to appoint any other officer or officers or any person or persons on behalf of the Corporation either to

sign instruments in writing generally or to sign specific instruments in writing. Notwithstanding the preceding, prior to the establishment of the policy referred to in the first sentence of this provision, contracts, documents or any instruments in writing requiring the signature of the Corporation shall be signed by any two (2) of the initial Directors of the Corporation, and all contracts, documents and instruments in writing so signed shall be binding upon the Corporation without further authorization or formality.

BORROWING

49. **Borrowing.** Subject to the limitations (if any) set out in the *Corporations Act*, the Letters Patent of the Corporation, this By-law, or any agreement with the Voting Member, and only with the approval of the Voting Member, the Board of Directors may:

- (a) borrow money on the credit of the Corporation;
- (b) issue, sell or pledge securities of the Corporation; or
- (c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation including book debts, rights, powers, franchises and undertakings, to secure any securities or any money borrowed or other debt or any other obligation or liability of the Corporation.

BANKING

50. **Accounts.** The City Treasurer (or designate as identified by the City Treasurer from time to time) shall open and administer a corporate bank account(s) for the Corporation, including making deposits, transfers and issuing cheques as required and as directed by the Corporation.

51. **Signing Authority.** The City Treasurer (or designate as identified by the City Treasurer from time to time) and the City Deputy Treasurer (or designate as identified by the City Deputy Treasurer from time to time) and/or such other persons identified by the Board of Directors and approved by the Voting Member from time to time shall be signing officers of the Corporation with respect to banking matters.

NOTICE

52. **Notice.** Whenever under the provisions of this by-law notice is required to be given, such notice may be given either personally or sent by e-mail or other electronic transmission, or by depositing same in a post office or public letter box, in a post-paid, sealed wrapper addressed to the Director, officer or member at the address, as the same appears on the books of the Corporation. For the purpose of sending any notice, the address of any member, Director or officer shall be the last address as recorded on the books of the Corporation. Whenever under the provisions of this by-law notice is required to be given to the City Clerk or City Manager, such notice may be sent by e-mail to the relevant email address provided from time to time by each of the City Clerk or City Manager. A notice or other document so sent by post shall be deemed to be sent at the time when the same

was deposited in a post office or a public letter box as aforesaid, or if sent by e-mail or electronic transmission shall be deemed to be sent upon transmission.

BOOKS AND RECORDS

53. **Books and Records.** The Directors shall see that all necessary books and records of the Corporation required by this by-law of the Corporation or by any applicable statute or law are regularly and properly kept.

FISCAL YEAR

54. The fiscal year of the Corporation shall terminate on the 31st day of December in each year. The first fiscal year of the Corporation shall terminate on the 31st day of December, 2019.

DISSOLUTION

55. Upon the dissolution of the Corporation, after the payment of all the debts and liabilities of the Corporation, its remaining property shall be distributed and disposed of to The Corporation of the City of Vaughan, as a municipal government and the Voting Member.

INTERPRETATION

56. In all of the by-laws of the Corporation where the context so requires or permits, the singular shall include the plural and the plural singular, the word "person" shall include firms and corporations, and the masculine gender shall include the feminine and neuter gender.

ENACTED this _____ day of _____, 2019.

Chair of the Board of Directors

Secretary



CITY OF VAUGHAN

CORPORATE POLICY

POLICY TITLE: ASSET TRANSFER – TOURISM VAUGHAN CORPORATION

POLICY NO.: 02.C.04

Section:	Accountability & Transparency		
Effective Date:	January 1, 2020	Date of Last Review:	Click or tap to enter a date.
Approval Authority: Council	Policy Owner: Chief Financial Officer		

POLICY STATEMENT

This Policy establishes a framework for administering the transfer of municipal asset(s) to Tourism Vaughan Corporation ("TVC"), a wholly-owned corporation by the Corporation of the City of Vaughan ("City").

PURPOSE

A Policy that demonstrates good governance, accountability and transparency in the use of public asset(s) and adherence to the requirements of applicable legislation.

SCOPE

This Policy only applies to Council and City employees who have carriage of TVC matters.

LEGISLATIVE REQUIREMENTS

1. *Municipal Act, 2001*, S.O. 2001, c. 25 and O.Reg.599/06 – Municipal Service Corporations
2. All applicable laws including federal, provincial, municipal by-laws, policies and procedures.

DEFINITIONS

1. **Asset(s):** A resource with economic value with an expectation that it will provide a future benefit. An asset can include real and personal property, monies, securities, equipment, intellectual property, and any resource that could deliver a prospective profit and/or benefit.

POLICY TITLE: ASSET TRANSFER -TOURISM VAUGHAN CORPORATION

POLICY NO.: 02.C.04

2. City Staff: Employees of the City, unless otherwise stated.
3. Council: The Mayor and Members of City Council.
4. Transfer: A change of ownership from one party to another.
5. Treasurer: The City Treasurer (or designate as identified by the City Treasurer).
6. TVC: Incorporated in accordance with section 203 of the *Act* and Ontario Regulation 599/06, as amended.

POLICY

Responsibilities: The following criteria shall apply in this Policy:

A formal policy to govern the approval and implementation of municipal Assets to TVC.

Process:

What follows are instructions for Transferring Asset(s) to TVC.

1. Asset(s) may be Transferred to TVC at any time, as authorized by Council, on such terms as Council may determine.
2. Any Transfer of Asset(s) must be approved by Council in advance of the Transfer.
3. In determining whether to authorize a Transfer of Asset(s) to TVC, Council will consider one or more of the following objectives:
 - (i.) optimizing the use and value of the Asset(s);
 - (ii.) advancing the City's economic development, vitality and competitiveness;
 - (iii.) supporting community health and well-being;
 - (iv.) managing environmentally sustainable growth;
 - (v.) providing responsive and efficient public service; and
 - (vi.) enhancing the quality of life of the City's citizens.
4. Council may impose such terms and conditions on the Transfer of Asset(s) as it deems necessary, including but not limited to:
 - (i.) requiring the TVC to Transfer the Assets back to the City upon the occurrence of an event(s);
 - (ii.) restricting or prohibiting further Transfers of the Assets; and
 - (ii.) attaching a purchase price to the Asset, to be paid or owed to the City by TVC.

POLICY TITLE: ASSET TRANSFER -TOURISM VAUGHAN CORPORATION**POLICY NO.: 02.C.04**

5. Before any Transfer of Asset(s) can occur, City Staff shall determine the current fair market value of the Asset(s) and obtain advice regarding any tax implications of the Transfer. This determination may be made using an appraiser or City Staff.
6. Where any Asset(s) is Transferred at less than fair market value, the Treasurer shall prepare a statement of the estimated fair market value of the Asset(s).
7. The Treasurer shall record all Transfers of Asset(s) in accordance with the City's accounting policies and relevant accounting standards.

ADMINISTRATION*Administered by the Office of the City Clerk.*

Review Schedule:	Other (specify) If other, specify here	Next Review Date:	January 2, 2025
Related Policy(ies):			
Related By-Law(s):	By-law 029-2019		
Procedural Document:			
Revision History			
Date:	Description:		
Click or tap to enter a date.			
Click or tap to enter a date.			
Click or tap to enter a date.			

THIS MEMORANDUM OF AGREEMENT made as of the _____ day of _____, 2020.

B E T W E E N:

THE CORPORATION OF THE CITY OF VAUGHAN

(hereinafter the "**City**")

- and -

TOURISM VAUGHAN CORPORATION

(hereinafter the "**TVC**")

WHEREAS the Corporation of the City of Vaughan (hereinafter the "**City**") is a municipal corporation duly incorporated under the laws of the Province of Ontario;

AND WHEREAS TVC is a municipal services corporation incorporated pursuant to *Ontario Regulation 599/06 - Municipal Services Corporations* (hereinafter the "**Regulation**") being a regulation under the *Municipal Act, 2001*;

AND WHEREAS the City is TVC's sole Voting Member (as that term is defined in TVC's By-law No. 1);

AND WHEREAS the City and TVC seek to work towards promoting and marketing Vaughan as a leading destination for tourism, leisure and business travel;

AND WHEREAS the City seeks to support TVC in carrying out TVC's mandate in accordance with this Agreement, including without limitation the guiding principles set out in Article 3, and in accordance with applicable law;

AND WHEREAS the City and TVC seek to establish a framework governing certain aspects of their relationship in addition to the legal framework mandated by the *Municipal Act, 2001*, and the Regulation;

NOW THEREFORE, in consideration of the mutual covenants and agreements herein and subject to the terms and conditions hereinafter set out, the parties hereto hereby agree as follows:

1.0 DEFINITIONS

1.1 In this Agreement,

- (a) "**Agreement**" means this Memorandum of Agreement and all schedules attached hereto;

- (b) “**By-law No. 1**” means the corporate by-law attached hereto as SCHEDULE “A”;
- (c) “**City**” means The Corporation of the City of Vaughan;
- (d) “**City Clerk**” means the duly appointed Clerk of the City or his or her designate;
- (e) “**City Council Directors**” means Councillors appointed by Council to sit as directors on the TVC Board;
- (f) “**City Treasurer**” means the duly appointed Treasurer of the City or his or her designate;
- (g) “**Council**” means the City’s Mayor and Members of Council;
- (h) “**Council Resolution**” means a resolution of Council reached pursuant to the City’s Procedural By-law;
- (i) “**MAT**” means the Municipal Accommodation Tax implemented by the City pursuant to *Ontario Regulation 435/17 - Transient Accommodation Tax* being a regulation under the *Municipal Act, 2001*;
- (j) “**Regulation**” means *Ontario Regulation 599/06 - Municipal Services Corporations* being a regulation under the *Municipal Act, 2001*;
- (k) “**TVC**” means Tourism Vaughan Corporation;
- (l) “**TVC Board**” means the board of directors of TVC; and
- (m) “**Voting Member**” shall have the meaning ascribed to that term in By-law No. 1.

2.0 TOURISM VAUGHAN CORPORATION (TVC)

TVC Compliance with all Applicable Law

- 2.1 TVC acknowledges that as a legal entity it is subject to the laws of Ontario and Canada and that it has an array of legal duties, responsibilities and obligations.
- 2.2 TVC shall comply with all applicable law, including but not limited to:
 - (a) the *Corporations Act* and regulations thereunder;
 - (b) the *Municipal Act, 2001* and regulations thereunder; and
 - (c) employment legislation and regulations thereunder.

- 2.3 TVC acknowledges it has been advised by the City to obtain legal advice regarding this Agreement prior to executing the Agreement. TVC further acknowledges that it has not relied upon the City or its lawyer(s) for legal advice.

TVC Corporate By-Law

- 2.4 TVC shall pass By-Law No. 1 in the form attached hereto as SCHEDULE “A” and shall operate and govern itself according to By-Law No. 1.
- 2.5 By-Law No. 1 may only be amended or revoked in whole or in part with the express written consent of Council.

Directors and Officers

- 2.6 The City as the Voting Member, will be responsible for selecting, electing and appointing the TVC Board and any officers in accordance with By-Law No. 1.

City Council Directors

- 2.7 In the event that By-Law No. 1 is amended to provide for a specific number of City Council Directors:
- (a) Council shall appoint the required number of City Council Directors to the TVC Board within sixty (60) days after a municipal election; and
 - (b) City Council Directors shall be appointed to the TVC Board for the full term of Council.

TVC Corporate Governance Framework; TVC Organization and Operations

- 2.8 In the event that the City establishes a corporate governance framework for decision-making, strategic planning, budget and business plans, and corporate policies, TVC agrees to abide by and implement same, including abiding by and implementing provisions that restrict the TVC Board's scope of authority to the extent desired by Council.
- 2.9 Subject to Section 2.7 and Article 3.0, TVC shall prepare and update a manual setting out the formal organizational structure and operating procedures of TVC which shall address the following:
- (a) the distinct legal status of TVC;
 - (b) the organizational structure of TVC; and
 - (c) the legal obligations of TVC.
- 2.10 A copy of TVC's organizational structure and operating procedures manual shall be circulated to all of TVC's staff, directors, officers, advisors, and committee members, and to the City as required by the City.

3.0 GUIDING PRINCIPLES

3.1 TVC shall be guided by the following guiding principles which function as guideposts in future decision-making throughout TVC's lifecycle irrespective of any changes in leadership, goals, strategies and activities:

- (a) TVC will take a **leadership role** in promoting and marketing Vaughan as a leading destination for tourism, leisure and business travel with an emphasis on promoting overnight stays.
- (b) TVC will be a **supportive partner** to the Vaughan Chamber of Commerce, Regional Tourism Organization(s), and other business, government and not for profit organizations in delivering programming that attracts greater spending and investments in Vaughan. In so doing, TVC will ensure that its **work is complementary** to work done by others.
- (c) Existing hotel operators, tourism venues and affiliated service providers have tremendous insight and expertise, and they should have a **seat at the table**.
- (d) TVC will undertake its work based on objective decision-making process that is **accountable and transparent**, resulting in **city-wide benefits**.
- (e) TVC will develop and implement tourism marketing strategies that reflect **Vaughan's unique character**, its cultural and built heritage, diverse ethnic communities, social and cultural traditions, recreational and sports assets, and business development opportunities.
- (f) TVC will seek to **leverage the transit and infrastructure investments** made by the City, York Region and the Province of Ontario to build exciting tourism offerings and a sense of place in key areas such as the Vaughan Metropolitan Centre, local village cores, and industrial-commercial areas.

4.0 BRANDING STRATEGY AND MARKETING PLAN

4.1 TVC shall develop a branding strategy and marketing plan within the initial two (2) year period of its existence.

5.0 CITY ASSISTANCE TO TVC

Financial Assistance

5.1 Subject to Council approval, the City may provide financial assistance to TVC as permitted by the *Municipal Act, 2001* and the regulations thereunder.

Human Resources

- 5.2 Pursuant to the Regulation, the City may provide TVC with the services of employees of or persons under contract with the City. In accordance with the City's 2019 Budget as approved by Council on February 20, 2019, initially TVC shall receive assistance from two (2) full-time City staff positions comprised of a Manager of Tourism, Arts and Cultural Development, and a Tourism Development Officer to assist the TVC Board in managing and operating TVC.

Headquarters and Other Resources

- 5.3 The initial headquarters of TVC shall be at Vaughan City Hall located at 2141 Major Mackenzie Drive West, Vaughan, Ontario with respect to which the City shall assist TVC with office space, information technology, utilities, meeting rooms, use of equipment such as photo-copiers, communication/graphic design services, data/analytics, and small business counselling services at or below fair market value to minimize administration expenses, and to maximize strategy and program expenditures of TVC.

Financial and Procurement Services

- 5.4 Financial and procurement services may also be provided by the City to TVC at or below fair market value.

Statement of Value

- 5.5 The City Treasurer shall prepare a statement of the value of any grant to TVC, or an estimate of the fair market value of any other assistance provided at less than fair market value to TVC.

6.0 FINANCIAL MATTERS

TVC Bank Account

- 6.1 The City Treasurer (or designate as identified by the City Treasurer from time to time) shall open and administer a corporate bank account(s) for TVC, including making deposits, transfers and issuing cheques as required and as directed by TVC.
- 6.2 The City Treasurer (or designate as identified by the City Treasurer from time to time) and the City Deputy Treasurer (or designate as identified by the City Deputy Treasurer from time to time) and/or such other persons identified by the TVC Board and approved by the City from time to time shall be signing officers of TVC with respect to banking matters.

TVC Budget

- 6.3 The creation and management of an annual operating budget will be the responsibility of the TVC Board for provision to the City (through the City Clerk for distribution to the Mayor and Members of Council) provided that each such budget shall be subject to the City's approval.

- 6.4 As part of the City's annual budget approval process, TVC shall prepare and submit an annual budget for the next fiscal year to the City Treasurer by no later than March 31st of the budget year, for consideration and approval by Council (with or without modifications).
- 6.5 Once approved by Council, the annual budget of TVC may only be revised with the express consent of Council.

Audits

- 6.6 The external auditor for the City shall be the external auditor for TVC, and shall have all of the rights and powers of an auditor provided under the *Municipal Act, 2001*.
- 6.7 TVC shall be subject to audit by the City's Internal Auditor (or designate as identified by the City's Internal Auditor from time to time), as required by the City for any purpose including to ensure that amounts paid to TVC by the City are used for the exclusive purpose of promoting tourism.

TVC Business Plans

- 6.8 The creation and management of business plans will be the responsibility of the TVC Board.
- 6.9 As part of the City's annual budget approval process, the TVC Board will provide Council (through the City Clerk for distribution to the Mayor and Members of Council) by no later than March 31st of each year with a multi-year business plan.
- 6.10 Each business plan will include the following:
- (a) the strategic objectives, priorities and business objectives;
 - (b) revenue and expenditures anticipated in the coming year;
 - (c) performance metrics for monitoring progress and accomplishments;
 - (d) an operating budget for TVC for the next financial year.

TVC Policies and Procedures

- 6.11 The TVC Board shall prepare corporate policies and procedures or adopt the City's policies and procedures. TVC shall maintain a log of such documents and make them available to the TVC Board, to TVC staff, to the City, and to the public.

TVC Revenue

- 6.12 TVC will be funded from the proceeds of the MAT approved by Council effective on April 1, 2019. The amount of revenues to be shared shall be determined in accordance to the Regulation 435/17 and shall be authorized by the City Treasurer.

6.13 Subject to Council approval and compliance with all applicable law, TVC may also generate revenue from the following sources:

- (a) corporate sponsorship;
- (b) donations;
- (c) project-based or general marketing relationships with other organizations;
- (d) government grants and loans;
- (e) revenue generating projects;
- (f) investment income;
- (g) joint ventures or partnerships; and
- (h) other means or sources.

TVC Debt

6.14 TVC shall not incur indebtedness without Council approval.

6.15 TVC shall not spend public funds unless said expenditures are included in the budget approved by Council.

TVC Purchasing

6.16 In order to protect the public interest, TVC shall prepare a corporate policy with respect to the purchasing of goods and services, and in doing so shall have regard to City purchasing policies.

Fiscal Year of TVC

6.17 The fiscal year of TVC shall terminate on the 31st day of December in each year. The first fiscal year of TVC shall terminate on the 31st day of December, 2019.

Dissolution of TVC

6.18 In the event of the dissolution of TVC:

- (a) the City shall manage the wind-down process pursuant to applicable laws, regulations, and contracts, and the City shall assume outstanding debt/liabilities and assets of TVC; and
- (b) after payment of all debts and liabilities, its remaining property shall be distributed and disposed of to The Corporation of the City of Vaughan, as a municipal government and TVC's sole Voting Member (as that term is defined in By-law No. 1). In the event of the dissolution of TVC.

Certain Assistance Prohibited

- 6.19 Without exception, TVC shall not have the power to assist directly or indirectly any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose.

General Power to Make Grants

- 6.20 TVC shall have the general power to make grants to any person, group or body, including a fund, subject to any limitations imposed by the City from time to time and subject to Section 107 of the *Municipal Act, 2001*.

7.0 INTELLECTUAL PROPERTY (IP) ASSETS

- 7.1 Subject to Section 7.2, trademarks, copyrights and other IP rights related to TVC shall be registered with the Canadian Intellectual Property Office (CIPO) pursuant to the *Trade-marks Act, 1985*, *Copyright Act, 1985* and other applicable legislation.
- 7.2 The City may register and own official marks related to TVC and consent to the use of these marks by TVC through a licensing agreement or other similar document.

8.0 PUBLIC ACCOUNTABILITY AND REPORTING

TVC Reporting to City

- 8.1 TVC shall submit to Council an annual report including:
- (a) results of operations including information regarding major business development activities and accomplishments; and
 - (b) audited financial statements prepared in a form acceptable to the City Treasurer.
- 8.2 TVC shall report to Council through the Committee of the Whole or such other committee as directed by Council.
- 8.3 TVC shall report to Council or committee at the call of the Mayor or Chair of the Committee of the Whole.
- 8.4 TVC shall make available all corporate finance related documents, information, and electronic files to the City Treasurer or his or her designate.

Open Meetings

- 8.5 The TVC Board shall conduct regular and open meetings, including an Annual General Meeting, pursuant to By-law No. 1. An annual calendar of meeting dates of the TVC Board and its committees may be posted on the City's website.

Third Parties

- 8.6 TVC shall not indicate to third parties that it represents the interest, positions, resolutions or perspectives of Council or the City, unless expressly authorized in writing by the City to do so.
- 8.7 This Agreement does not create a partnership or joint venture between the City and TVC.
- 8.8 In the event TVC seeks to formally communicate with any level of government or regulatory body with respect to a matter that may impact the City, TVC shall seek to provide the City with advance notice of such communication.
- 8.9 TVC shall identify proposed financial partners in its annual report and budget proposal to Council.

9.0 TERM AND TERMINATION

- 9.1 This Agreement is effective from the date first set out above.
- 9.2 This Agreement shall be in effect until such time as:
- (a) TVC has been dissolved; or
 - (b) the City terminates this Agreement; or
 - (c) the parties mutually agree in writing to terminate this Agreement.
- 9.3 The City, at its discretion and acting reasonably, may upon one-hundred and eighty (180) days' notice terminate this Agreement by Council resolution and written notice to the Chair of the TVC Board. Where the City terminates the Agreement under this clause the City shall work with TVC to ensure that financial commitments made by TVC pursuant to the annual budget approved by Council are properly addressed.
- 9.4 The City may terminate this Agreement by Council Resolution, upon providing notice to TVC of a material breach by TVC of the obligations, terms or conditions of this Agreement, and upon following TVC 30 days (or such reasonable time in relation to the type of breach) to remedy the breach.
- 9.5 If TVC breaches the terms of this Agreement, or if it is otherwise terminated, upon written request from the City Treasurer, any unspent other monies (including without limitation, any monies in TVC's bank account) from the City shall be immediately due and payable in full to the City, and other City assets shall also be returned to the City.

10.0 GENERAL PROVISIONS

- 10.1 The laws of the Province of Ontario shall govern the validity and interpretation of this Agreement.

- 10.2 In the event any provision of this Agreement is held invalid, illegal or unenforceable, the remaining provisions of the Agreement will not be affected and shall continue in full force and effect.
- 10.3 TVC shall not assign this Agreement in whole or in part without the express written consent of Council.
- 10.4 Any schedules to this Agreement shall have the same force and effect as if the information contained therein was in the body of the Agreement.

Amendments

- 10.5 This Agreement shall not be varied, altered, amended or supplemented except as agreed upon by the parties in writing.
- 10.6 No waiver of a breach by a party under this Agreement shall constitute an amendment or consent to or waiver of any other different or subsequent breach.

Notice

- 10.7 Any notice, invoice or other communication required or permitted to be given by this Agreement shall be in writing and shall be effectively given if (i) delivered personally; or (ii) sent by prepaid courier services; or (iii) sent by facsimile or other similar means of electronic communication to the Chair of the TVC Board in the case of notice to TVC, or to the City Clerk in the case of notice to the City.
- 10.8 For the purpose of notification, contact particulars are:

The Corporation of the City of Vaughan
2141 Major Mackenzie Drive
Vaughan, ON L6A 1T1
Attention: City Clerk

Tourism Vaughan Corporation
2141 Major Mackenzie Drive
Vaughan, ON, L6A 1T1
Attention: Tim Simmonds, Chair of TVC Board

Insurance and Indemnification

- 10.9 TVC shall obtain directors and officers liability insurance for all directors and officers, including City Council Directors.
- 10.10 TVC shall obtain Crime Insurance for all staff of TVC.
- 10.11 TVC shall indemnify any person on the TVC Board or who is an officer of TVC, from and against:

- (a) all costs, charges and expenses whatsoever which such person may sustain or incur in or about any action, suit or proceeding which is brought, commenced or prosecuted against such person, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by such person, in or about the good faith execution of the duties of office;
- (b) all other costs, charges and expenses which such person may sustain or incur in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by such person's own wilful neglect or default or conduct outside the course and scope of his or her duties as a director or officer of TVC.

10.12 TVC hereby further indemnifies the City and Council against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the City in respect of any civil, criminal or administrative action or proceeding to which the City is made a party by reason of this Agreement.

Dispute Resolution

10.13 If there is any difference of opinion with respect to the interpretation, application, administration, alleged breach, requirements, procedures, rights or responsibilities with respect to this Agreement, the parties shall use their best efforts to resolve, mediate and settle the same through consultation and negotiation in good faith prior to commencing legal action. Where the parties consent to do so, they may elect to engage in formal arbitration.

Municipal Conflict of Interest Act

10.14 Directors and officers of TVC are deemed to be members for the purposes of the *Municipal Conflict of Interest Act*. TVC is deemed to be a local board for certain limited purposes, including the purposes of the *Municipal Conflict of Interest Act*.

Municipal Freedom of Information and Protection of Privacy Act

10.15 Furthermore, the wholly-owned Corporation is deemed to be an institution for the purposes of the *Municipal Freedom of Information and Protection of Privacy Act*.

Territorial Operation of TVC

10.16 Pursuant to section 16 of the Regulation, the City agrees that TVC may operate within the boundaries of the City.

IN WITNESS WHEREOF the parties have shown their agreement by affixing hereto the signatures of their duly authorized signing officers.

TOURISM VAUGHAN CORPORATION

Name:
Position:

Name:
Position:

We have the authority to bind the Corporation

**THE CORPORATION OF THE CITY OF
VAUGHAN**

Hon. Maurizio Bevilacqua, Mayor

Todd Coles, City Clerk

1.

5014768

Ministry of Government
and Consumer Services

Ontario

**Ministère des Services
gouvernementaux et des
Services aux consommateurs**

This application constitutes the charter of the corporation which is issued by these Letters Patent dated this

La présente demande forme la charte de la société constituée en personne morale par lettres patentes daté le

MAY 15 MAI, 2019

Minister of
Government and
Consumer Services

Sachin Sachit
Director / Directrice

**La ministre des Services
gouvernementaux et
des Services aux
consommateurs**

per/par

1. The name of the corporation is: (Set out in BLOCK CAPITAL LETTERS)

Dénomination sociale de la société : (Écrire en LETTRES MAJUSCULES SEULEMENT)

[illegible]

- 2. The address of the head office of the corporation is:**

Adresse du siège social:

2141 Major Mackenzie Drive West

(Street & Number or R.R. Number & if Multi-Office Building give Room No.)

(Rue et numéro ou numéro de la R.R. et, s'il s'agit d'un édifice à bureaux, numéro du bureau)

VAUGHAN

Ontario

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(Name of Municipality or Post Office)

(Postal Code)

(Nom de la municipalité ou du bureau de poste)

(Code postal)

3. The applicants who are to be the first directors of the corporation are:

Requérants appelés à devenir les premiers administrateurs de la personne morale :

First name, middle names and surname

Prénom, autres Prénoms et nom de famille

Address for service, giving Street & No. or R.R. No., Municipality,
Province, Country and Postal Code

Domicile élu, y compris la rue et le numéro, le numéro de la R.R. ou le nom de la municipalité, la province, le pays et le code postal

Tim Simmonds

2141 Major Mackenzie Dr. W., Vaughan, ON L6A
1T1

Michael Coroneos

2141 Major Mackenzie Dr. W., Vaughan, ON L6A
1T1

Dennis Cutajar

2141 Major Mackenzie Dr. W., Vaughan, ON L6A
1T1

Gino Rosati

2141 Major Mackenzie Dr. W., Vaughan, ON L6A
1T1

4. The objects for which the corporation is incorporated are:
Objets pour lesquels la personne morale est constituée:

See Page 2A attached.

- (i) To promote tourism in The Corporation of the City of Vaughan ("Vaughan");
- (ii) To promote Vaughan for the purposes of attracting tourists and visitors [deletion];
- (iii) To collect and disseminate information, including to conducting targeted market research for purposes of identifying tourism and business travel opportunities in Vaughan;
- (iv) To develop tourism promotion and business development strategic plans, including to develop multi-year marketing plans and strategies that address Vaughan's strategic goals for a robust tourism and business destination;
- (v) To provide facilities for amusement or for conventions and visitors' bureaus, including to support and facilitate the growth and development of local tourism [deletion] by identifying and promoting opportunities for new tourism-related infrastructure and services [deletion] (including attractions, public transit, information kiosks, community hubs, festivals and special events, conventions, etc.) that will generate positive economic growth in Vaughan;
- (vi) To provide counselling services to or encouraging the establishment and initial growth of tourism-related small businesses operating or proposing to operate in Vaughan, i.e. to facilitate a high level of collaboration amongst Vaughan's tourism industry, business organizations and Vaughan;

and such other complementary purposes not inconsistent with these objects.

5. The special provisions are:
Dispositions particulières:

The corporation shall be carried on without the purpose of gain for its members, and any profits or other accretions to the corporation shall be used in promoting its objects.

La personne morale doit exercer ses activités sans rechercher de gain pécuniaire pour ses membres, et tout bénéfice ou tout accroissement de l'actif de la personne morale doit être utilisé pour promouvoir ses objets.

See Page 3A incorporated into this form.

(a) The Corporation is limited to providing services to owners or members of the Corporation on behalf of the Corporation of the City of Vaughan in lieu of the municipality providing those services itself.

(b) Directors shall serve without remuneration, and no director shall directly or indirectly receive any profit from his or her position as such, provided that a director may be reimbursed for reasonable expenses incurred in performing his or her duties. A director shall not be prohibited from receiving compensation for services provided to the Corporation in another capacity.

(c) Upon the dissolution of the Corporation and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of to The Corporation of the City of Vaughan.

6. The names and address for service of the applicants:

4.

Norm et prénoms et domicile élu des requérants :

First name, middle names and surname

Prénom, autres Prénoms et nom de famille

Address for service, giving Street & No. or R.R. No., Municipality, Province, Country and Postal Code

Domicile élu, y compris la rue et le numéro, le numéro de la R.R. ou le nom de la municipalité, la province, le pays et le code postal

Tim Simmonds

2141 Major Mackenzie Dr. W., Vaughan, ON L6A 1T1

Michael Coroneos

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Gino Rosati

2141 Major Mackenzie Dr. W., Vaughan, ON L6A 1T1

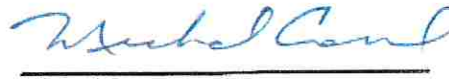
This application is executed in duplicate.

La présente requête est faite en double exemplaire.

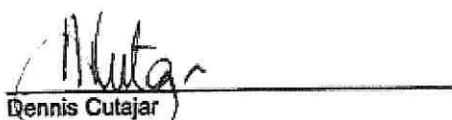
Signatures of applicants
Signature des requérants



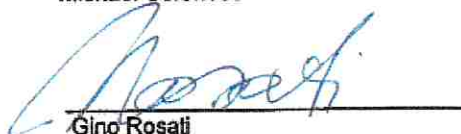
Tim Simmonds



Michael Coroneos



Dennis Cutajar



Gino Rosati

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

TITLE: CULTURAL PARTNERSHIP WITH COSENZA, ITALY

FROM:

Tim Simmonds, Interim City Manager

ACTION: DECISION

Purpose

In July 2019, the Vaughan and Cosenza International Partnership Committee (VCIPC) submitted a proposal to the City of Vaughan requesting a Cultural Partnership with the City of Cosenza, a municipality in Italy. The VCIPC proposal fulfills the requirements of *Corporate Policy 02.C.01 Cultural and Economic Partnerships*.

Report Highlights

- Seeds of a cultural relationship between Vaughan and Cosenza were planted in 2017, when a delegation of elected officials visited Vaughan.
- In July 2019, the Vaughan and Cosenza International Partnership Committee (VCIPC), based in Vaughan, submitted a Cultural Partnership proposal to the City of Vaughan.
- The City of Cosenza is capital of the Province of Cosenza, in the Region of Calabria, Italy.
- Vaughan is home to an active Italian-Calabrese diaspora, including business and community leaders residing from Cosenza.
- A Cultural Partnership between the two cities, sponsored by the VCIPC, can promote cultural and economic exchange between each community.

Recommendations

1. That, in accordance with *Corporate Policy 02.C.01*, a Cultural Partnership between the City of Vaughan, and the Vaughan and Cosenza International Partnership Committee, and the City of Cosenza, Italy be approved; and
2. That, the Mayor and City Clerk be authorized to sign a Cultural Partnership Agreement between the City of Vaughan, and the Vaughan and Cosenza International Partnership Committee, and the City of Cosenza, Italy, subject to the form of this Agreement being satisfactory to the City Solicitor (or designate) and its content satisfactory to the Interim City Manager (or designate).

Background

In 2019, the City of Vaughan modernized its approach to international partnerships with the adoption of *Corporate Policy 02.C.01 Cultural and Economic Partnerships*. The Policy provides guiding principles on entering into new Cultural and Economic Partnerships with international communities and organizations.

The Policy defines Cultural Partnerships as those that promote the ethnic, linguistic, and cultural diversity of the City; engage the local diaspora; build and strengthen bridges of mutual understanding and respect; foster appreciation of unique social and cultural heritages; facilitate interaction and collaboration; generate tourism; create the potential for local cultural organizations to act as cultural ambassadors; and increase the City's profile nationally, and on the world stage.

In July 2019, the Vaughan and Cosenza International Partnership Committee (VCIPC), based in Vaughan, submitted a Cultural Partnership proposal to staff (see Attachment 1). The Proposal submitted by the VCIPC meets the Policy requirements and criteria outlined below:

1. Be sponsored by a community association/group or an individual member or representative of both the Organization and City.
2. Include a list of individuals and/or community groups both in the City and in the Organization's community who have a desire to actively support a long-term commitment as evidence for a strong relationship that would endure changes in elected government officials.
3. Demonstrate support and commitment from the Organization in terms of community interest and active participation.
4. Include a community profile and indicate areas of compatibility with the City.

5. Present a 4-year workplan with clear goals and performance measures that demonstrate a commitment to support visits, receptions, delegations, and other similar functions with minimal financial contribution from the City.

Previous Reports/Authority

[CW Item 3, Report 19: Cultural and Economic Partnerships, May 14, 2019](#)

Analysis and Options

Vaughan is home to a large Italian diaspora. Over 30% of Vaughan residents self-identify as ethnic Italians (94,725), making this group the largest diaspora in Vaughan, and representing 19.6% of all ethnic Italians in the Greater Toronto Area (Toronto Census Metropolitan Area), 10.2% in Ontario, and 6% in Canada (source: 2016 Census of Canada, Statistics Canada). Vaughan's dynamic Italian community has made significant contributions to the economic and cultural vitality of the City.

The Proposal provided by the VCIPC identifies the contributions of the Cosenza and Calabria diaspora in Vaughan specifically. Its committee members include established leaders in the food, building and construction, and professional services industries, in addition to long-serving community volunteers. The Members have demonstrated their commitment to enrich the existing links between Vaughan and Cosenza through the establishment of a formal Cultural Partnership, beyond changes to elected officials.

The City of Cosenza is the capital of the Province of Cosenza, located in the Region of Calabria. The city centre has a population of 70,000, while approximately 250,000 people live in the metropolitan area. Home to museums, libraries, and theatres, the City is considered a cultural hub in Calabria.

Seeds of a relationship between Vaughan and Cosenza were planted in 2017

The City of Vaughan received a Delegation from Cosenza in November 2017, comprised of Cosenza elected officials, and business leaders. The delegation was in Vaughan to attend the 11th Premio Telesio La Piazza Awards held in Vaughan.

Supporting the Vaughan Italian diaspora is a key Cultural Partnership benefit

The proposed Cultural Partnership aligns with Economic and Cultural Development's Business Plan. As one of its pillars, the Plan recognizes that increasing knowledge about international markets and customs and traditions is possible by engaging the local diaspora through Economic and Cultural Partnerships. This Cultural Partnership, therefore, creates an additional avenue to promote and market Vaughan's advantages, and at the same time, foster appreciation of unique social and cultural heritages.

Cultural Partnerships have the additional benefit of empowering local diaspora to act as cultural ambassadors, and as such, promote Vaughan abroad. A Cultural Partnership bolsters the diaspora's capacity to foster deeper ties with the City of Cosenza and create the potential for further economic and cultural outputs, including trade, business expansions, cultural exchange, and cross-promotion opportunities.

Financial Impact

Cultural and Economic Partnerships are funded by a dedicated budget of the Economic and Cultural Development Department approved during the annual budget cycle. There is no additional funding requirement for developing and maintaining the Workplan associated with the proposed Cultural Partnership Agreement. If required, Council approval will be sought for additional funding requests to support the execution of the Workplan.

Broader Regional Impacts/Considerations

Municipalities in York Region are responsible for developing and executing their own International Business Development Programs. Cultural and Economic Partnerships are within the mandate of Economic and Cultural Development's Business Plan as a vehicle for promoting Vaughan's advantages, strategic projects, market opportunities, and local businesses in global centers. With respect to foreign direct investment, York Region's agreement with Toronto Global—the agency responsible for promoting investment in the Toronto Region—does not currently identify Italy as a priority country. Working in markets that are not represented by Toronto Global expands Vaughan's market reach and awareness and complements the work Toronto Global does on our behalf to promote York Region and Vaughan abroad.

Conclusion

The VCIPC is the requestor and catalyst for the proposed Cultural Partnership, and responsible for bridging the City of Vaughan and the City of Cosenza through a set of actions (see Workplan in Attachment 2). The role of the City of Vaughan is to facilitate this Partnership and support its success.

This report recommends that the City of Vaughan enter into a Cultural Partnership Agreement with the VCIPC and the City of Cosenza for a four-year term, with an opportunity to reevaluate the Partnership at the conclusion of the first year, pursuant to *Corporate Policy 02.C.01 Cultural and Economic Partnerships*.

For more information, please contact: Dennis Cutajar, Dennis.Cutajar@vaughan.ca

Attachments

1. VCIPC Proposal Submission, July 2, 2019
2. Vaughan-Cosenza Cultural Agreement, Economic and Cultural Development Department, September 24, 2019

Prepared by

Nisha Manocha, Economic Development Officer, 8937

Dennis Cutajar, Director, Economic and Cultural Development, 8247

July 2, 2019

City of Vaughan

Clerks Department
2141 Major Mackenzie Drive
Vaughan, ON
L6A1T1

Attention: Ms. Barbara McEwan, City Clerk

Dear Madam,

**RE: Proposal to Establish a Cultural & Social International Partnership
City of Cosenza, Calabria (Italy)**

On behalf of the *Vaughan & Cosenza International Partnership Committee ("VCIPC")* we are pleased to provide a Proposal to establish a new Cultural and Social International Partnership between the City of Vaughan and City of Cosenza, being part of the Province of Calabria in Italy.

This Proposal is substantially sponsored by several individuals within the Communities of Vaughan and Cosenza including several citizens of Vaughan who form a fundamental part of our local economic sector within our City.

The sponsoring individuals from both Cities are listed as an attachment to this Proposal and are equally committed to a long-term relationship which will endure any changes to the electorate.

Demonstrated support and commitment from the cultural and social international partnership is clearly attained based on the written interest by the Mayor of Cosenza and the caliber of individuals willing to support such a long-awaited partnership.

The people of Cosenza have had and continue to have a foundational influence throughout Canada and its various urban and rural communities, with over a century of immigration from the City and countless citizens within Vaughan who are of Calabrian decent.

To measure the profound, positive, impact Italian immigration has and continues to have on Canada's fabric is simply impossible.

This is largely due to the long-standing commitment the Italian Community has demonstrated in promoting its cultural traditions and roots throughout Canada and beyond.

The City of Cosenza is a major center, for which, Italian immigration to Canada has resonated from and as such, the proposed partnership will generate business development for both cities and promote cultural and social affiliation.

Proposal Principles

In reference to the City of Vaughan's established *Cultural and Social international City Partnership Framework* the VCIPC confirms the following Principles:

1. The City of Vaughan does not currently have an established relationship within the Calabria Region and as such, the City of Cosenza (perspective City) qualifies for consideration;
2. The City of Cosenza does not have a relationship with another City in Ontario;
3. The Italian Federal Government and Canadian Federal Government enjoy relations which are in good standing;
4. A one-year trial basis is acceptable to the VCIPC;

Proposal Requirements

In support of our request to form a cultural and social international city relationship between the City of Vaughan and City of Cosenza, the VCIPC offers the following, demonstrable requirements:

1. Noted. This Proposal is addressed to the City Clerk and will be submitted to the City Clerk's Office;
2. The VCIPC being a community group with several individual members is sponsoring this request;
3. See enclosed list of sponsoring members of the VCIPC and a list of individuals from the City of Cosenza who support this request and have a desire to actively support and commit to a long-term relationship notwithstanding changes in elected government officials;
4. See enclosed correspondence from the Mayor of the City of Cosenza which requests, supports and commits to establishing the cultural and social international partnership being requested;
5. See enclosed a Community Profile of the City of Cosenza;
6. See enclosed a Four-Year Plan of Action;

Proposal Responsibilities

The VCIPC wishes to acknowledge the consideration process and responsibilities as outlined in the City's framework.

We trust the enclosed Requirements are acceptable for the Director of Economic Development to consider this partnership request.

However, should you or the Director require additional information, please do not hesitate to contact the undersigned.

Your attention regarding the processing of this partnership request is greatly appreciated.

Yours truly,

VAUGHAN & COSENZA INTERNATIONAL PARTNERSHIP COMMITTEE

Pino Didiano, Committee Chair



Vaughan & Cosenza International Partnership Committee ("VCIPC")

COMMITTEE MEMBERSHIP

1. Mr. Pino Didiano, Chair
2. Mr. Sam Ciccolini, Vice Chair
3. Mr. Maurizio Rogato, Secretary
4. Mr. Francesco Sorbara, Vaughan MP
5. Mr. Domenico Presta
6. Mr. Michael J. Presta
7. Mr. Tony Spagnuolo
8. Mr. Sam Spagnuolo
9. Mr. Francesco Bisignano
10. Mr. Frank Falvo
11. Mr. Domenico Servello
12. Mr. Gaetano Bonofiglio
13. Mr. Renato Staltieri
14. Mr. Domenico Cataldi
15. Mr. Mario Volpintesta
16. Mr. Romolo Groe
17. Mr. Attilio Lio
18. Mr. Tony Pavia
19. Mr. Joe Infusino

Vaughan & Cosenza International Partnership Committee ("VCIPC")

SUPPORTING COSENZA BUSINESSES

1. Reda Group of Companies (e.g. Sinergy, Trony Della Calabria)
2. Scintille Montesanto
3. Antonio Coscarella
4. Il Volo SRL
5. Cqop Soa S.p.A
6. Antonio Grimoli & C. SRL
7. Walter Cozza SRL
8. Spadafora Wines

Vaughan & Cosenza International Partnership Committee ("VCIPC")

FOUR YEAR STRATEGIC PLAN OVERVIEW

Year 1:

- Initiate the Vaughan & Cosenza Partnership with the Application to the City of Vaughan
- Invite the Mayor of Cosenza, Dignitaries and Supporting Businesses to visit the City of Vaughan and host a Welcome Reception

Year 2:

- Visit the City of Cosenza with the Mayor and/or Members of Council, Committee Member Executive and Supportive Vaughan Businesses
- Explore cultural and economic synergies to spur economic development for the City of Vaughan by means of promoting the geographical partnerships between our City and Cosenza

Year 3:

- Host a Business Expo at the City of Vaughan which showcases Cosenza businesses alongside Vaughan's partnering businesses

Year 4:

- Assess the benefits of the cultural partnership, both from a cultural and economic perspective with a Highlight Report to the City for review and discussion

VAUGHAN-COSENZA CULTURAL AGREEMENT
(“Agreement”)

This Agreement is between:

THE CITY OF COSENZA, ITALY
(hereinafter referred to as “Cosenza”)

and

**VAUGHAN AND COSENZA INTERNATIONAL PARTNERSHIP COMMITTEE,
CANADA**
(hereinafter referred to as “VCIPC”)

and

THE CORPORATION OF THE CITY OF VAUGHAN, CANADA
(hereinafter referred to as “Vaughan”)

Herein, collectively known as the “Parties”, or as each “Party” is cited separately.

WHEREAS, On May 14, 2019 Vaughan Council approved Corporate Policy 02.C.01 Cultural and Economic Partnerships Policy (“Policy”); and

WHEREAS, On July 2, 2019, VCIPC submitted a proposal pursuant to the Policy requesting a cultural relationship between Cosenza, Italy and Vaughan, Canada (“Proposal”); and

WHEREAS, the Policy requires Council approval of the Proposal, including a four-year Workplan is submitted with the Proposal; and

WHEREAS, Vaughan staff have reviewed the Proposal and concluded that it fulfills the requirements of the Policy; and

WHEREAS, Cosenza is the capital of the Province of Cosenza with a population of 70,000 persons in the City Centre and 268,000 persons in the metropolitan area; and Vaughan has a similar population of 335,000 persons with an active diaspora that has cultural and social roots in Canada and Italy; and

WHEREAS, the VCIPC is a community organization located in Vaughan committed to serving as the facilitator between Vaughan and Cosenza, thereby developing, fostering and supporting mutually beneficial cultural linkages between Vaughan and Cosenza in the years ahead; and

WHEREAS, the Parties agree to work together in the spirit of international cooperation, creativity and collaboration to fulfil the obligations and understanding set forth in this Agreement; and

NOW THEREFORE, the Parties hereto express their mutual understanding and agree as follows:

1.0 PURPOSE AND OBJECTIVES

1.1 Objective of Agreement

The objective of this Agreement is to set out a framework which will support collaboration and cooperation between the Parties and guide matters of mutual interest related to cultural and economic prosperity.

1.2 Objective of the Parties

The Parties recognize that each offers unique cultural experiences that benefit all participants and communities, and acknowledge that:

Vaughan's Objectives are to engage local diaspora, create the potential for local cultural organizations to act as cultural ambassadors, generate tourism, strengthen bridges of mutual understanding and respect, and promote cultural exchange and economic opportunity.

Cosenza's Objectives are to encourage appreciation of social and cultural heritages, facilitate collaboration, generate tourism, and promote cultural exchange and economic opportunity.

VCIPC's Objectives are to engage local diaspora and facilitate cultural exchange and economic opportunity between Vaughan and Cosenza.

2.0 OBLIGATIONS

2.1 Cosenza will:

- a) Commit to only one partnership in the Province of Ontario;
- b) Act as a liaison between the City and local community groups representing the interests of this Cultural Partnership; and
- c) Support the goals and actions of the VCIPC.

2.2 VCIPC will:

- a) Assume the role of facilitator, liaison and sponsor of this Cultural Partnership;
- b) Commit to preserving and growing the partnership beyond changes in elected officials; and
- c) Create, monitor and undertake a Workplan to ensure a successful Cultural partnership.

2.3 Vaughan will:

- a) Commit to only one partnership in the Province of Cosenza.
- b) Act as a liaison between the City and local community groups representing the interests of this Cultural Partnership; and
- c) Support the goals and actions of the VCIPC.

3.0 WORKPLAN

3.1 Cooperation

The Parties will cooperate with each other in all phases of the creation, modification, funding and execution of the Workplan found in Schedule A of this Agreement.

3.2 Trial Period

The Parties agree to review the progress of the Workplan within twelve months of signing this Agreement. At such a time, the Parties will agree to continue, modify, or terminate the Workplan pursuant to this Agreement. Amendments to the Agreement shall be communicated to the respective Board and Council of each Party.

3.3 Funding Availability

With the exception of time contributed by municipal staff, elected officials, and community volunteers, the Parties acknowledge that no provision for developing and operating the Workplan currently exists within the Party's respective operating budget forecast or operating budget funding strategies. Vaughan Council approval shall be required for additional funding requests to support the execution of the Workplan, if required.

3.4 Financial Commitment

Funding commitments by the Parties beyond the term of the Workplan will be contingent on funding being available in each case, as determined by each of the Parties.

3.5 Reimbursement

No costs will be reimbursed or paid by the Parties for the use of municipal staff and volunteers.

3.6 Sharing Information

The Parties will share their knowledge and professional expertise at no cost to the other Party to ensure consistent, coordinated, efficient and harmonized review, assessment, and execution of the Workplan.

3.7 Media Relations Protocol

The Parties will produce a joint media relations protocol and plan concerning the relationship, including the distribution of joint media releases. All information publicly released about the relationship will be approved by the appropriate individuals from each Party prior to distribution. The Parties shall obtain prior written approval of form and content for all public

announcements using the names and/or logos of the Parties. All media enquiries received by any Party will be communicated to the other Party prior to responding to such enquires.

4.0 INDEMNITY

Each Party will indemnify the other Party, its affiliates, and each of their respective directors, officers, employees, elected officials (in the case of Vaughan and Cosenza), agents, successors and assigns from and against any liability, loss, cost, damage, settlement, penalty or expense they may incur, including reasonable legal fees and court costs, as a result of

- (a) the gross negligence or willful misconduct of the indemnifying Party or any agent or contractor acting on its behalf;
- (b) any improper use of official marks; and
- (c) any injuries to persons and/or property sustained at any event or activity held or conducted pursuant to the Workplan, except to the extent that such injury to property or person was caused by the negligence or misconduct of the other Party or any agent, employee or contractor acting on its behalf.

In no event shall either Party be liable to the other for any consequential, incidental, special reliance or indirect damages (including without limitation lost revenue and lost profits) arising out of or related to the Program, its cancellation or any changes thereto in location, date or otherwise, whether such claim is based in contract or tort

5.0 GENERAL

5.1 Approvals

The Parties expect that they will seek approval from their respective Council or Board for sufficient approvals (including budget approvals) to ensure milestones are met.

5.2 Amendment

This Agreement shall not be varied, altered, amended or supplemented except in writing signed by the authorized representatives of each Party.

5.3 Termination

Any one party may terminate this Agreement unilaterally without further obligation, by giving at least thirty days written notice to other Parties.

5.4 Assignment

Parties shall not assign or transfer this Agreement in whole or in part.

5.5 Governing Law

This Agreement shall be governed by the laws in effect for each Party's jurisdiction.

5.6 Further Assurances

The Parties shall and will make its best and timely effort upon the reasonable request of the other to make, do, execute, or cause to be made, done or executed, all such further and other lawful acts, deed, things, devices and assurances whatsoever necessary to give effect to this Agreement, and the terms and conditions contained therein.

5.7 Relationship of Parties

The Parties understand and agree that nothing contained in this Agreement shall constitute or be deemed to create a partnership or joint venture between the Parties, and the Parties disclaim any intention to constitute either of them the agent of the other, and nothing in this Agreement shall, except as expressly provided in this Agreement, constitute either of them the agent of the other party.

5.8 Limitation on Authority

The Parties acknowledge and agree that nothing in this Agreement shall be deemed to fetter or interfere with the respective responsibility and rights of the municipal bodies to grant regulatory approval; and nothing herein limits the responsibility or authority of signatories in carrying out their respective mandates.

5.9 Severance

In the event that any provision of this Agreement is held invalid, illegal or unenforceable, the remainder of this Agreement and its application to any person or circumstances shall not be affected thereby; and the Parties hereto will negotiate in good faith to amend this Agreement to implement the intentions set forth herein.

5.10 Complete Understanding

This Agreement constitutes the complete and exclusive statement of the understanding between the Parties which supersedes all proposals, oral or written, and all other communications between the Parties relating to the subject matter of this Agreement.

5.11 Effect of Noncompliance

Failure of the Parties to comply with this Agreement does not affect the validity of any action taken by the Parties or give rise to any rights or remedies by the Parties.

5.12 Effect

This Agreement is effective from the date first written herein until December 31, 2022 or such a date as may be agreed in writing by the Parties.

6.0 DISPUTE RESOLUTION

If a dispute arises concerning the application or interpretation of this Agreement, the Parties will attempt to resolve the matter through negotiation, and may, by mutual consent and at the sole and absolute discretion of the Parties, resolve the matter through mediation with a mutually acceptable mediator or arbitration process in accordance with the *Commercial Arbitration Code* set out in the *Commercial Arbitration Act* (Canada).

7.0 NOTICE

7.1 How Notice to be Given

For all purposes related to this Agreement, communication will be between the designated contacts of the Parties set forth below, subject to change by either party on written notice to the other. Any notice required or contemplated by any provision of this Agreement shall be given in writing addressed to the designated contact of the other party, as follows:

For Vaughan:

The Corporation of the City of Vaughan
2141 Major Mackenzie Drive
Vaughan, Ontario
Attention: Tim Simmonds, Interim City Manager
Email: tim.simmonds@vaughan.ca

For VCIPC:

VCIPC
Attention:
Email:

For Cosenza:

City of Cosenza
Attention:
Email:

Notice may be delivered or sent by email, prepaid courier or by registered mail, postage prepaid, return receipt requested. The time of giving of such notice, if mailed, shall be conclusively deemed to be the third business day after the day of such mailing unless regular mail service is interrupted by strikes or other irregularities. Such notice, if delivered or sent by email, shall be conclusively deemed to have been given and received at the time of such delivery or the time of sending by email.

IN WITNESS WHEREOF the Parties hereto have executed this Agreement.

Mayor Maurizio Bevilacqua
The Corporation of the City of Vaughan
Dated: _____

Todd Coles, City Clerk
Dated: _____

Dated: _____

Dated: _____

SCHEDULE “A”

WORKPLAN

Vaughan-Cosenza Cultural Partnership, 2019-2022

YEAR	OBJECTIVES	KEY ACTIVITIES		
		City of Vaughan	City of Cosenza	VCIPC
1 2019	Report to Vaughan Council recommending Cultural Partnership with City of Cosenza 4-year Workplan Vaughan-Cosenza Agreement signed	<ul style="list-style-type: none"> Review and provide feedback for Workplan Submit Cultural Partnership Report to Council (Sept. 2019) Issue invitations to Cosenza and Cosenza-based businesses and community groups to visit Vaughan Host formal signing-ceremony 	<ul style="list-style-type: none"> Identify active community members to join Mission to Vaughan Review and provide feedback for Workplan 	<ul style="list-style-type: none"> Identify and rank community interests and synergies Provide draft Workplan
2 2020	Integrate and promote local and Cosenza-based programming into Vaughan Cultural event calendar with opportunities for exchange Complete one-year review	<ul style="list-style-type: none"> Plan and execute Mission to Cosenza Develop framework for cultural integration and cross-promotion 	<ul style="list-style-type: none"> Identify local arts & cultural participants and advocates Identify opportunities for Vaughan-based arts & culture groups to showcase in Cosenza 	<ul style="list-style-type: none"> Identify and mobilize Vaughan arts & culture ambassadors, sponsors, and participants
3 2021	Showcase local and Cosenza-based businesses at signature events such as Vaughan Business-to-Business Expo and Small Business Week	<ul style="list-style-type: none"> Include “International Business” theme at signature events Identify and organize B2B opportunities 	<ul style="list-style-type: none"> Identify and organize B2B opportunities Support businesses attending Vaughan events 	<ul style="list-style-type: none"> Identify and organize B2B opportunities Identify and mobilize Vaughan ambassadors, sponsors, and participants Engage alternative partners
4 2022	Summary Report to Council with recommendation to sunset or renew the Partnership	<ul style="list-style-type: none"> Assessment of outcomes Collect feedback Prepare and submit Report 	<ul style="list-style-type: none"> Assessment of outcomes 	<ul style="list-style-type: none"> Assessment of outcomes Recommendation, and new Workplan, if applicable

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: 2019 VAUGHAN CHAMBER OF COMMERCE BUSINESS
MISSION TO ISRAEL**

FROM:

Tim Simmonds, Interim City Manager

ACTION: DECISION

Purpose

The City of Vaughan has an opportunity to join the Vaughan Chamber of Commerce's Business Mission to Israel. Economic and Cultural Development recommend that the City participate in the Business Mission and supplement it with additional days of programming to promote strategic city building projects, learn best practices from leading Israeli municipalities and other organizations, showcase Vaughan's business sector, and reaffirm Vaughan's international partnership with the City of Ramla.

Report Highlights

- The Vaughan Chamber of Commerce is planning a Business Mission to Israel (November 27-29); the City of Vaughan can join as a participant and make additions to the existing itinerary.
- The Mission would enable the City to promote key market opportunities to an Israeli audience.
- Vaughan is home to a significant Jewish and Israeli diaspora, in addition to businesses with active trade relationships with Israel.
- The City has maintained an international partnership with the City of Ramla, located in Central Israel, since 1993.

Recommendations

1. That, in accordance with *Corporate Policy 02.C.02*, the City join the Vaughan Chamber of Commerce Business Mission to Israel (November 27-29) and supplement it with additional programming (November 23-26) to maximize the City's presence in Israel, funded by the existing Council approved 2019 operating budget of the Economic and Cultural Development Department; and
2. That, two (2) Members of Council selected by the Mayor and Council, and two (2) staff selected by the Interim City Manager participate in the Mission; and
3. That, City staff submit a post-mission report to a future Committee of the Whole meeting highlighting outcomes of the business mission.

Background

The Vaughan Chamber of Commerce (VCC), in conjunction with the Cambridge Chamber of Commerce, has organized a Leisure and Business Mission to Israel from November 20-29, 2019; the Business Mission portion runs from November 27-29. The Chamber has enlisted the services of Indus Travel Agency and CAA Travel Vaughan to organize the logistics of the trip, and the Toronto-based Centre for Israel and Jewish Affairs (CIJA) to support the itinerary of the business portion of the Mission. The VCC is also working directly with the Federation of Israel Chambers of Commerce to build a business-to-business component into the mission for Vaughan businesses interested in targeted introductions.

Vaughan Chamber of Commerce and City of Vaughan departments continue to work together in a positive and collaborative way

The City's proposed 2019 Mission to Israel arose from the opportunity to work with the Vaughan Chamber of Commerce (VCC), a key partner, on their existing Business Mission to Israel. The VCC is focused on supporting business-to-business transactions while the City of Vaughan's primary objective, in addition to supporting the VCC's mandate, will be to promote Vaughan's key market opportunities to an Israeli audience.

Vaughan's previous Mission to Israel was robust and well-attended.

The City conducted a 7-day Mission to Israel in 2013 (Tel Aviv, Haifa Eilat/Eilat, Jerusalem) with the support of the UJA Federation of Greater Toronto, the Centre for Israel and Jewish Affairs, the Government of Israel Economic Mission to Canada, and the Canada Israel Chamber of Commerce. This successful Mission was led by Mayor Maurizio Bevilacqua, Councillor Tony Carella, and Councillor Alan Shefman with representation by several academic institutions and Vaughan-based small and medium-sized enterprises. The Mission was focused largely on identifying companies and

investment opportunities for business-to-business transactions, with opportunities to visit leading innovation parks and incubators and participate in networking events.

Vaughan's dynamic Jewish and Israeli diaspora can promote international business development

The City of Vaughan is home to one of the largest Jewish diasporas in Canada. A total of 18,625 residents or 6.1% of the overall population identify their ethnic origin as Jewish or Israeli. Vaughan's total Jewish and Israeli population constitutes 25.3% of the entire Jewish and Israeli population in the Toronto Census Metropolitan Area (CMA). Vaughan also has the highest percentage of Hebrew speakers in the Toronto CMA: it is home to 43.6% of all speakers in the Toronto CMA who list Hebrew as their mother tongue, and 48.8% of all who responded that Hebrew is the language spoken most at home (4,530 residents and 2,145 residents in Vaughan, respectively) (source: 2016 Census of Canada, Statistics Canada). Home to synagogues, Jewish community centres, and educational institutions, Vaughan's Jewish and Israeli community have established a strong and notable presence in the community. The potential to leverage the local Jewish diaspora in combination with the innovation, entrepreneurial spirit, and export-readiness of Israeli-based firms, have made Israel an attractive market to Vaughan, and as such, Israel was identified as a priority area in Vaughan's 10-year Economic Development Strategy in 2010 and continues to remain relevant.

Previous Reports/Authority

[CW Item 4, Report 19: Inbound and Outbound Delegations, May 14, 2019](#)

[CW Item 3, Report 19: Cultural and Economic Partnerships, May 14, 2019](#)

Analysis and Options

The purpose of the City's 2019 Business Mission to Israel is to promote the City of Vaughan internationally and lay the groundwork for economic investment and knowledge exchange.

Specific objectives include:

1. Highlight Vaughan's dynamic Jewish diaspora and access to Vaughan companies
2. Promote the Hospital and VMC Downtown to government audiences with access to private sector interests
3. Support local business retention and expansion through targeted visits to the Israeli headquarters of Vaughan-based businesses
4. Promote the Hospital and VMC Downtown directly to the private sector

5. Learn best practices in the areas of health-related economic development and smart city planning and implementation from leading hospitals, incubators, and municipalities
6. Reaffirm Vaughan's International Partnership with the City of Ramla

Collaborating with local and Israeli-based partners to achieve the City's objectives

The City has been working with several partners and stakeholders to ensure objectives are met over the course of the Mission. The support of the following partners has been enlisted to ensure a robust itinerary, including strategic meetings and academic and corporate site visits:

- Government of Israel's Economic and Trade Mission to Canada
- Economic and Trade Mission to Canada at the Ministry of Economy in Jerusalem
- Consulate General of Israel in Toronto
- Embassy of Canada to Israel in Tel Aviv
- Export Institute of Israel in Tel Aviv

Financial Impact

As per *Corporate Policy 02.C.02*, expenses related to all Outbound Delegations, and delegation-related activities, are funded by the Council approved Economic and Cultural Development Department budget. The estimated budget for four delegates from the City of Vaughan (two elected officials and two Economic and Cultural Development staff) is \$20,485. For a detailed cost breakdown, please refer to Attachment 3.

Broader Regional Impacts/Considerations

Municipalities in York Region are responsible for developing and executing their own International Business Development Programs. Outbound Delegations are within the mandate of Economic and Cultural Development's Business Plan as a vehicle for promoting Vaughan's advantages, strategic projects, market opportunities and local businesses in global centers. The Mission to Israel also serves as an opportunity to work closely with a key partner, the VCC, and support the business-to-business function of their itinerary.

With respect to foreign direct investment, York Region's agreement with Toronto Global—the agency responsible for promoting investment in the Toronto Region—does not currently identify Israel as a priority country. Working in markets that are not represented by Toronto Global expands Vaughan's market reach and awareness and complements Toronto Global's efforts to promote York Region and Vaughan abroad.

TorontoGlobal staff were advised of Vaughan's potential participation on this business mission to Israel.

Conclusion

Economic and Cultural Development recommends joining the Business portion of the VCC's Mission to support the attendance of Vaughan-based businesses, and to leverage the confirmed logistical and business support that the Chamber has obtained to achieve the City's objectives. The 2019 Mission to Israel is an opportunity for Vaughan to work with key partners to market and promote Vaughan's businesses and strategic city-building projects on a world stage.

Upon approval, Economic and Cultural Development will finalize the itinerary including all logistical requirements and travel-related bookings. The support of Corporate communications will be enlisted to create and implement a Communications Plan, and targeted marketing collateral for distribution prior to and during the Mission. Economic and Cultural Development will also support the business recruiting efforts of the VCC.

For more information, please contact: Dennis Cutajar, Dennis.Cutajar@vaughan.ca

Attachments

1. Vaughan Chamber of Commerce Leisure and Business Mission, Vaughan Chamber of Commerce, August 30, 2019.
2. 2019 Israel Business Mission: Draft Itinerary, Economic and Cultural Development, September 24, 2019.
3. 2019 Israel Business Mission: Draft Budget, Economic and Cultural Development, September 24, 2019.

Prepared by

Nisha Manocha, Economic Development Officer, 8937

Dennis Cutajar, Director, Economic and Cultural Development, 8247

DISCOVER ISRAEL

BUSINESS MISSION | NOVEMBER 25 - 30



\$2,988 (per passenger)
\$599 (for single supplement)

Includes airfare, accommodation, and business meetings.
Price subject to change based on availability and scheduling.

Overnight flight departs Toronto November 25.

DAY 1 (NOV. 26):

Arrive in Tel-Aviv, hotel check-in, afternoon at leisure, evening group dinner (cost included).

DAY 2 (NOV. 27):

Go to Federation of Israeli Chambers of Commerce office for a seminar presented by the Federation regarding business in Israel. This is followed by customized B2B meetings, then dinner with the Canadian-Israeli Ambassador.

DAY 3 (NOV. 28):

Industry visits based on sector forms (lunch/dinner not included).

DAY 4 (NOV. 29):

The Center for Israeli Innovation tour, followed by speaker presentation in auditorium.

DAY 5 (NOV. 30):

Hotel check-out and depart for Toronto.

4 nights accommodation in Tel Aviv Hotel w/ breakfasts

- **Return private transfer**
- **Return Airfare from Toronto**

TOUR LODGING INFO:

Accommodation will be provided on a twin sharing basis in hotel listed below or similar

CITY	NIGHT	DELUXE HOTEL
Tel-Aviv	04 Nights	Metropolitan

To find out more about this exciting Business Mission to Israel, learn more about the optional leisure experience, or to book, contact:

Anthony Fallico

Phone: 905-761-1366 ext. 230

Email: anthony@vaughanchamber.ca

Space is very limited. First come first serve.

Draft Itinerary: City of Vaughan Participation on the Vaughan Chamber of Commerce 2019 Business Mission to Israel

November 22 – 29, 2019

Date	Friday 22 (COV-led Portion)	Saturday 23 (COV-led Portion)	Sunday 24 – Tuesday 26 th (COV-led Portion)	COV Joins VCC	Wednesday 27 – Thursday 28 (VCC-led Portion)	Friday 29
Key Activities	Flight Departure 16:50 (Toronto)	Arrival 10:15 (Tel Aviv)	<ul style="list-style-type: none"> • City of Ramla (Ramla) • Canadian Operations of Israeli Economic and Trade Mission to Canada and Ministry of Economy (Jerusalem) • Israel Innovation Authority (Jerusalem) • Export Institute (Tel Aviv) • Embassy of Canada to Israel (Tel Aviv) • Bar Ilan University Smart Cities Impact Center (Tel Aviv) • Tel Aviv University Shmeltzer Institute for Smart Mobility (Tel Aviv) • Visits to Israeli HQs and major exporters to Vaughan-based businesses (locations TBD) 		<ul style="list-style-type: none"> • Federation of Israel Chambers of Commerce (Tel Aviv) • Industry visits (Tel Aviv) • Center for Israeli Innovation (Tel Aviv) 	Flight Departure 11:55 (Tel Aviv) Arrival 17:00 (Toronto)

Draft Budget: City of Vaughan Participation in 2019 Vaughan Chamber of Commerce Business Mission to Israel

November 22 – 29, 2019

Preliminary Budget for 4 City of Vaughan delegates (subject to change upon final booking/confirmation):

Item	Cost (CAD)	Number of units	Total
Flight (AC return, direct)	\$1109	4 people	\$4436
Meals (maximum per diem allowance)	\$125	6 days x 4 people	\$3000
Hotel (Metropolitan Hotel)	\$285	7 days x 4 people	\$7980
VCC Business Registration Fee	\$499	4 people	\$1996
Grand total			\$17,412

Other:

Item	Cost (CAD)
Airport pick up and drop off (seats 6)	\$473
Chauffeured ground transportation per day (8 hrs – seats 6)	\$650 x 4 days = 2600
Grand total	\$3,073

Estimated Total Budget: \$20,485 (plus applicable taxes)

Committee of the Whole Report (2)

DATE: Tuesday, September 24, 2019

WARD(S): 1

TITLE: MAPLE LIBRARY AND OFFICE SPACE RENOVATION

FROM:

Nick Spensieri, Deputy City Manager, Infrastructure Development
Mary Reali, Deputy City Manager, Community Services

ACTION: DECISION

Purpose

To seek approval of a new capital project and associated funding in 2019 to initiate the design for renovation to a smaller, modernized Maple Library and addition of administrative office space at Maple Community Centre.

Report Highlights

- Space Planning & Utilization at City Hall, the Joint Operations Centre (JOC) and Various City of Vaughan Sites report indicated a need for administrative office space accommodation
- Maple Library Special Area Study Report proposes a reduction of the library's space allocation within the Community Centre
- Preliminary estimation shows a consultant fee of \$611,913 (inclusive of taxes, administration fees, etc.) for the Maple Library renovation and creation of additional administrative office space at Maple Community Centre

Recommendations

1. That a capital project for Maple Library and Office Space Renovation be approved with a budget of \$611,913 in 2019, inclusive of applicable taxes and administration recovery, fully funded by a transfer from the approved Capital Project 'BF-8621-18 Various Buildings - Office/Space Renovations'
2. That staff proceed with a competitive procurement for consultant services for the design phase of the project

3. That inclusion of this matter on a Public Committee or Council agenda with respect to approving the capital budget as identified above be deemed sufficient notice pursuant to Section 2(1)(c) of By-Law 394-2002, as amended

Background

Facility Management reviewed the space utilization at City Hall, JOC and other sites

In June 2017, the Facility Management Department obtained the services of IBI Group to complete a study on internal space utilization primarily at Vaughan City Hall (VCH) and the Joint Operations Centre (JOC). The Consultant reviewed best practices, conducted a benchmarking analysis, current state assessment, future growth and findings, and design strategies to optimize square footage. IBI Group's findings concluded:

- VCH has exceeded maximum capacity;
- JOC is close to capacity.

The 10 year forecasted growth identified a requirement of 254 staff and organizational changes of an additional 52 staff, for a total need of 306 staff. A medium intensification strategy as recommended by IBI Group and supported by CMT would be implemented to accommodate 150 staff at VCH, 38 at JOC, 15 at Beaverbrook House, and if approved by the VPL board, an additional 30-40 staff at the Maple Library, totaling 233 to 243 staff.

The remaining overflow could be accommodated through future City Buildings, hoteling stations within community centres and a potential implementation of an "Alternate Work Arrangement" strategy. Through intensification, since 2018, VCH and JOC have accommodated an additional 81 staff, of the 306 future staff.

Facility Management is implementing intensification at City owned sites

Facility Management is slated to complete the remaining intensifications for VCH, JOC and Beaverbrook House by Q4 2020. Based on these numbers and trended future numbers, it is anticipated that capacity at VCH will be reached by 2020-21.

Staff reviewed leasing opportunities for administration space for approximately 60 staff. Based on feedback from the Senior Leadership Team – Executive who reviewed the locations, it was determined that the most cost effective option would be to proceed with maximizing city owned space including the Beaverbrook House and a portion of the Maple Library, pending VPL Board approval.

Report on Maple Library

The future of the existing Maple Library was first documented in Active Together Master Plan Parks, Recreation & Libraries 2013 Review & Update where it was proposed that the viability of retaining Maple Library be assessed once the Civic Centre Resource Library opened.

At the June 25, 2018 VPL Board meeting, Monteith Brown Planning Consultants presented a report on the results of the Maple Library Special Area Study that was conducted during the past year. The VPL Board committed to retain the Maple Library and continue to operate the facility as a key component of the Maple Community Centre. The Maple Library Special Area Study would be included as VPL's contribution to the Maple Community Centre Feasibility Study.

The Maple Library Special Area Study, June 2018 indicated that Maple Library is the largest branch library in the VPL system at 13,000 square feet, whereas the future branch library developments articulated in the Active Together Master Plan are between 7,500 and 8,500 square feet. The Report describes a reduction of the Maple Library's space allocation within the community centre and recommends that Vaughan Public Libraries next steps involve *"preparing architectural concepts depicting a modern, but smaller space consistent with Vaughan Public Libraries' contemporary branch library model"*.

At the Vaughan Public Library Board meeting of March 28, 2019, the Library Board was informed of a request from the Interim City Manager and Deputy City Manager, Community Services, that consideration be given to advancing the discussion on the possible reduction and renovation of the square footage of the Maple Library to assist the City in addressing staff work space challenges. The Library Board supported this request and at the April 25, 2019 meeting, approved Architectural Considerations for the Reimagined Maple Library, a guiding document defining the Library Board's vision for the design of a Reimagined Maple Library. At the Vaughan Public Library Board Meeting of June 20, 2019, the Library Board approved advancing the Maple Library and Office Space Renovation project at the Maple Community Centre, pending approval of financial concerns.

Previous Reports/Authority

Maple Library Special Area Study as commissioned by VPL, authored by Monteith Brown Planning Consultants

Space Planning & Utilization at City Hall, the Joint Operations Centre and Various City of Vaughan Sites report as commissioned by Facility Services, authored by IBI Group

Analysis and Options

An updated Maple Library provides an opportunity for administrative office space

With the Maple Library Special Area Study indicating a reduction in the total square footage of Maple Library, there is currently an opportunity to provide administrative office space within the vacated area. Utilizing the space within Maple Library provides benefits such as City ownership and associated control of the office space, close proximity to the Civic Centre campus, and avoiding recurring rental costs.

Preliminary analysis has confirmed that zoning permits a City Office function at the Maple Library site, existing parking needs are sufficient, and additional washroom requirements will be accommodated in the new office and library layouts.

A feasibility study is planned for the Maple Community Centre site. Its purpose is to review how to modernize the community centre, assess existing building components, improve space layout and functionality, review sustainability upgrades, improve energy utilization, and provide accessibility upgrades and Ontario Building Code improvements. The Library and Office renovation and the Feasibility Study are proposed to be consolidated into a single project for synergy, cost and project management efficiency.

Financial Impact

A new capital project is required to undertake the recommended Maple Library and Office Space Renovation. The project will be a multi-year initiative and the total estimated cost of the project, including applicable taxes and administration recovery, is \$5,199,372.

The 2019 budget of \$611,913 indicated in this report will support the design phase of the project and will allow the project to commence after approval. It will be fully funded by a transfer from the approved Capital Project 'BF-8621-18 Various Buildings - Office/Space Renovations'. The 2020 planned budget of \$4,587,459 identified in this report to support the construction will be submitted for consideration as part of the 2020 Budget Deliberations.

The capital budget summary for the project is summarized in the table below.

Table 1: Capital Budget Summary, Maple Library & Office Space Renovation			
	2019 Budget Planned (\$)	2020 Budget Planned (\$)	Total (\$)
<u>Expenses</u>¹	<u>(mid year)</u>		
Design	468,600	0	468,600
Construction	0	3,124,000	3,124,000
Library FF&E ²	0	264,576	264,576
City Office Space FF&E ²	0	396,432	396,432
Subtotal	468,600	3,785,008	4,253,608
Project Management (Internal Staff Time)	55,200	101,085	156,285
Contingency (15%)	70,290	567,751	638,041
3% Administration Recovery	17,823	133,615	151,438
Total Estimated Expenses	611,913	4,587,459	5,199,372
<u>Funding</u>			
Approved Capital Project 'BF-8621-18 Various Buildings - Office/Space Renovations'	611,913	<i>Funding for the 2020 planned budget will be identified during the 2020 budget process.</i>	

¹ Inclusive of the 1.76% non-recoverable HST

² FF&E is an acronym for Furniture, Fixtures and Equipment

Of the total budget of \$5,199,372, the amounts are approximately \$3,285,387 for the library and \$1,913,985 for the office.

There is currently a budget of \$193,715 within the existing ID-2055-18 project (Maple Community Centre Feasibility Study). The design and construction budgets for the Maple Library and Office Space Renovation, which total \$5,199,372, is proposed to be consolidated into the existing ID-2055-18 project.

The project would then be renamed to the Maple Community Centre Feasibility Study & Office/Library Renovations Project. The total budget of ID-2055-18 will be the sum of the Feasibility Study, \$193,715, and Office/Library Renovations, \$5,199,372, for a total consolidated budget of \$5,393,087.

Broader Regional Impacts/Considerations

There are no Regional impacts identified at this time.

Conclusion

Staff recommend proceeding with a new capital project in the amount of \$611,913 in 2019, to support the design of a smaller, modernized Maple Library and creation of additional administrative office space within the vacated area. A competitive procurement process will be undertaken to secure a Prime Consultant for design services related to the Maple Community Centre Feasibility Study & Office/Library Renovations Project.

For more information, please contact:

Jack Graziosi, Director, Infrastructure Delivery, ext. 8201

Attachments

None

Prepared by

Dennis Yip, Project Manager, Design & Construction (Buildings), ext. 8862

Wei Chiao, Manager, Design & Construction (Buildings), ext. 8101

Jack Graziosi, Director, Infrastructure Delivery, ext. 8201

In consultation with:

Margie Singleton, CEO, Vaughan Public Libraries, ext. 4601

Dave Merriman, Director, Facility Services, ext. 8296

Terri Cosentino, Manager, Business Services, Facility Services, ext. 8078

Varant Khatchadourian, Manager, Financial Planning & Analysis, Financial Planning and Development Finance, ext. 8338

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

TITLE: 2020 SCHEDULE OF MEETINGS

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: DECISION

Purpose

To submit for Council's approval the attached 2020 Schedule of Meetings for City of Vaughan Council and its Standing Committees. Once adopted the Schedule of Meetings will be posted on the City's website and will be the primary means of advising the public of the times and dates of meetings of Council and its Standing Committees.

Report Highlights

- Council and Standing Committee meeting schedule for 2020.
- Monthly meeting cycles have been structured on a three-week cycle subject to variations due to scheduling conflicts.

Recommendations

1. That the 2020 Schedule of Meetings be adopted in accordance with the calendar set out in Attachment 1; and
2. That the City Clerk be authorized to amend the schedule by cancelling meetings that are not required, or changing the time and/or date of a scheduled meeting, subject to posting such amendments on the City's website in accordance with the Procedure By-law.

Background

New Committee Schedule and Structure as of September 2019

In June of 2019, Council approved the establishment of a Dual Committee of the Whole meeting model to allow for timely decisions on development applications to meet Provincially legislated requirements. Committee of the Whole (1) Meetings will have a focus on Planning and Growth Management items, which will be held in the Council Chamber. Committee of the Whole (2) Meetings will consist of items that would normally be considered by the Finance, Administration and Audit Committee (FA&A), the Working Session and the Priorities and Key Initiatives Committee (although not currently active). Committee of the Whole (2) Meetings will be held in Committee Rooms 242/243.

Staff has also scheduled Committee of the Whole (Working Session) Meetings and Council Meetings, on an “if required” basis, outside of the regular meeting schedule for the consideration of development applications when necessary to meet legislated timelines.

Scheduling Considerations

The 2020 Schedule of Meetings is structured on a monthly three-week cycle and takes into consideration statutory holidays, significant faith days, Regional Council and Committee of the Whole meetings, and major corporate events. The schedule has been prepared in accordance with Procedure By-law 7-2011, as amended.

Committee and Council meetings have not been scheduled during the months of July and August. If required, a Special Committee or Special Council Meeting may be summoned to deal with any pressing issues that may arise by giving 24 hours’ notice in accordance with the Procedure By-law.

In keeping with past practice, unless unavoidable due to scheduling variations, the calendar has been structured to avoid stacking three committee meetings on one day and avoids scheduling meetings on the last full week of the month.

Previous Reports/Authority

[Item 3, Report No. 23, Committee of the Whole \(Working Session\) – Committee Structure Review](#)

Analysis and Options

Statutory Holidays, Significant Faith Days, and Major Corporate Events

Every effort has been made to avoid scheduling meetings of Council on significant faith and cultural days that Council and staff are made aware of. Staff has also taken into consideration major corporate events, including the FCM Conference scheduled June 4 - 7, 2020, the AMCTO Conference scheduled for June 7 – 10, 2020, and the AMO Conference scheduled for August 16 – 19, 2020.

Other significant deviations to the regular schedule are as follows:

January 2020	Due to the holidays, the cycle of meetings starts on the third week of the month to allow for the production and preparation of agenda materials.
February 2020	Council is scheduled on Wednesday due to Family Day holiday.
March 2020	CoW (2) is scheduled on Wednesday due to a faith day. Council is scheduled on the fourth week due to March Break being on the third week of the month.
April 2020	CoW (2) is scheduled on Wednesday due to Easter Monday holiday.
May 2020	Council is scheduled on Wednesday due to Victoria Day holiday and will start at 2 p.m. due to internal scheduling conflicts.
September 2020	Due to the holidays, the cycle of meetings starts on the third week of the month to allow for the production and preparation of agenda materials.
October 2020	CoW (2) is scheduled on Wednesday due to Thanksgiving Monday holiday. Council is scheduled on Monday due to internal scheduling conflicts.

Financial Impact

There is no financial impact attributed to the approval of the recommendation in this report.

Broader Regional Impacts/Considerations

No meetings have been scheduled that may conflict with Regional Council and Committee of the Whole meetings. There are no Regional implications.

Conclusion

The adoption of the Schedule of Meetings will support the conduct of Council business and inform members of the public on the time and dates of meetings of Council and its Standing Committees.

The proposed meeting schedule has been prepared in accordance with the Council adopted Committee Structure contained in the Procedure By-law, as amended, and takes into consideration statutory holidays, significant faith days, and any internal scheduling conflicts.

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

Attachments

1. Draft 2020 Schedule of Meetings

Prepared by

Isabel Leung, Deputy City Clerk & Manager, Administrative Services, Ext 8190.
Rose Magnifico, Council / Committee Administrator, Ext. 8030.

City of Vaughan – Schedule of Meetings

Updated: 2020

January 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 New Year's Day	2	3	4
5	6	7	8	9	10	11
12	13	14 1:00 pm – CW (1) 7:00 pm – CW (PH)	15 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	16	17	18
19	20	21 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	22	23	24	25 Chinese New Year
26	27	28 1:00 pm – Council	29	30	31	

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

February 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4 1:00 pm – CW (1) 7:00 pm – CW (PH)	5 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	6	7	8
9	10	11 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	12	13	14	15
16	17 Family Day	18	19 1:00 pm – Council	20	21	22
23	24	25	26	27	28	29

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

March 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 1:00 pm – CW (1) 7:00 pm – CW (PH)	4 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	5	6	7
8	9	10 Purim*	11 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	12	13	14
15	16 Mid-Winter Break Begins for School Boards	17	18	19	20 Mid-Winter Break Ends for School Boards	21
22	23	24 1:00 pm – Council	25	26	27	28
29	30	31				

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

April 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7 1:00 pm – CW (1) 7:00 pm – CW (PH)	8 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	9 1st Day of Passover *	10 Good Friday	11
12 Easter	13 Easter Monday	14	15 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	16 Last Day of Passover *	17	18
19	20	21 1:00 pm – Council	22	23	24	25
26	27	28	29	30		

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

May 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5 1:00 pm – CW (1) 7:00 pm – CW (PH)	6 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	7	8	9
10	11	12 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	13	14	15	16
17	18 Victoria Day	19	20 2:00 pm – Council	21	22	23
24	25	26	27	28	29	30
31					Shavout	

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

June 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 1:00 pm – CW (1) 7:00 pm – CW (PH)	3 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	4 FCM	5 FCM	6 FCM
7 AMCTO FCM	8 AMCTO	9 AMCTO	10 AMCTO	11	12	13
14	15	16 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	17	18	19	20
21	22	23 1:00 pm – Council	24	25	26	27
28	29	30				

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

July 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Canada Day	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

August 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Civic Holiday	4	5	6	7	8
9	10	11	12	13	14	15
16 AMO	17 AMO	18 AMO	19 AMO	20	21	22
23	24	25	26	27	28	29
30	31					

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

September 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 Labour Day	8	9	10	11	12
13	14	15 1:00 pm – CW (1) 7:00 pm – CW (PH)	16 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	17	18	19 Rosh Hashana*
20 Rosh Hashana*	21	22 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	23	24	25	26
27	28 Yom Kippur*	29 1:00 pm – Council	30			

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

October 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3 Sukkot*
4 Sukkot*	5	6 1:00 pm – CW (1) 7:00 pm – CW (PH)	7 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	8	9	10 Shemini Atzeret*
11 Simchat Torah*	12 Thanksgiving Day	13	14 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	15	16	17
18	19 1:00 pm – Council	20	21	22	23	24
25	26	27	28	29	30	31

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

November 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 1:00 pm – CW (1) 7:00 pm – CW (PH)	4 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	5	6	7
8	9	10 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	11 Remembrance Day	12	13	14
15	16	17 1:00 pm – Council	18	19	20	21
22	23	24	25	26	27	28
29	30					

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

December 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 1:00 pm – CW (1) 7:00 pm – CW (PH)	2 9:30 am – CW (WS) (if required) 1:00 pm – Council (if required)	3	4	5
6	7	8 1:00 pm – CW (2) ± 5:00 pm – CW (CS)	9	10 1 st Day of Hanukah *	11	12
13	14	15 1:00 pm – Council	16	17	18 Last Day of Hanukah *	19
20	21	22	23	24	25 Christmas Day	26 Boxing Day
27	28	29	30	31		

* Jewish holidays begin at sundown of the previous day, unless otherwise indicated.

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

TITLE: UPDATE ON JOINT AND SEVERAL LIABILITY

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: FOR INFORMATION

Purpose

To provide an update on the Government of Ontario's consultations regarding joint and several liability, insurance costs, and current market trends affecting municipal insurance programs.

Report Highlights

- The Province of Ontario is conducting consultations regarding joint and several liability as it relates to insurance costs and everyday public services.
- The Province has requested input from the municipalities. Staff are preparing a response, which will be provided to the province by September 27, 2019.

Recommendations

1. That this report be received for information.

Background

Recent Provincial Direction

During the 2019 Rural Ontario Municipal Association (ROMA) conference, the Premier of Ontario announced a review of joint and several liability. On July 12, 2019 Doug Downey, Attorney General sent a letter (Attachment #1) to each of the 444 municipalities in the province requesting their participation in the government's

consultations. That letter states that the province is undertaking an evidence-led consultation and policy development process. The communication includes three main themes for municipalities to address and included thirty (30) questions:

1. Describe the nature of the problem as the municipality sees it.
2. Evidence that supports the views listed in point one (1).
3. Suggested solutions that ensure catastrophically injured persons are fairly compensated and that costs are not simply transferred to the publicly funded health care system.

The Attorney General requested that municipal officials respond, in writing, by September 27, 2019. The Attorney General will be putting together a Technical Team comprised of provincial and municipal elected officials to build on the Association of Municipalities Ontario's (AMO) existing Task Force.

What is Joint and Several Liability?

Joint and Several Liability (also known as the 1% rule) is a legal principle holding that those who have combined to cause a single loss are each liable to the injured person for the full amount of the damages suffered, regardless of the extent of their liability. Put another way, where an individual is harmed through the fault of several wrongdoers, the individual can collect the full amount of their damages from a defendant who is even only 1% at fault for the damage, where the other defendants are unable to pay their share.

Joint and Several Liability impacts those corporations or entities that are perceived to be a 'deep pocket'. These corporations or entities have larger limits on their insurance liability policy are often brought into actions where additional funds may be required.

Prior Provincial Consultation on Joint and Several Liability and Insurance Premiums

In 2011 AMO completed the first ever comprehensive survey of municipal insurance costs across the province. The survey was prompted by anecdotal reports of rising insurance costs. It sought to quantify, in part, some of the costs associated with joint and several liability in the provincial *Negligence Act*. The report was created in order to support municipalities in a call for change to the *Negligence Act*. The report found that of the participating municipalities, liability premiums had increased 22.2% between 2007 and 2011. The report noted that based on current trends, insurance costs will rise from \$155.2 million to \$214 annually by 2020.

The Province consulted with various stakeholders including organizations like the Ontario Trial Lawyers Association who do not believe that change is required, citing access to justice issues for innocent victims. Four alternative options were introduced which were as follows:

1. Adopt a strict “several liability” model, where defendants only pay their individual share of assessed liability, even if there is a “shortfall”.
2. Adopt the Saskatchewan Model, where if a plaintiff is held to be contributorily negligent and one of the defendants cannot pay their share of a Judgment, then the “shortfall” is split amongst all of them in proportion to their assessed degree of fault.
3. Adopt the “Multiplier Model” where a defendant will only have to pay a maximum of double their assessed share of liability if there is a “shortfall”.
4. Combined Saskatchewan/Multiplier Model - Combine the two, applying (if applicable) first the Saskatchewan Model and then, depending on the size of the shortfall and the “split”, apply as a “cap” to the prorated apportionment of the “shortfall” the Multiplier Model, so that a municipality still never pays more than double its original assessed % of liability.

In 2011, AMO supported Option 4 – Combined Saskatchewan/Multiplier Model.

Upon review of all material, the provincial government of the time opted not to make any changes. In February 2014, the Ontario Legislature unanimously passed a motion calling on the provincial government to implement a “comprehensive, long-term solution to reform joint and several liability for municipalities by no later than June of 2014”. By August of 2014, the provincial government had announced that they would not be making any changes due to lack of evidence. Later that year, the Insurance Bureau of Canada wrote an article titled *Disjointed – A Look at Joint and Several Liability*. It is attached (Attachment #3) to this report for further information and examples of the types of claims affecting municipalities.

Previous Reports/Authority

N/A

Analysis and Options

AMO Response to Provincial Consultation on Joint and Several Liability

AMO has put together a working group comprised of municipal risk managers and defence lawyers to collectively discuss the province’s request. This group is known as

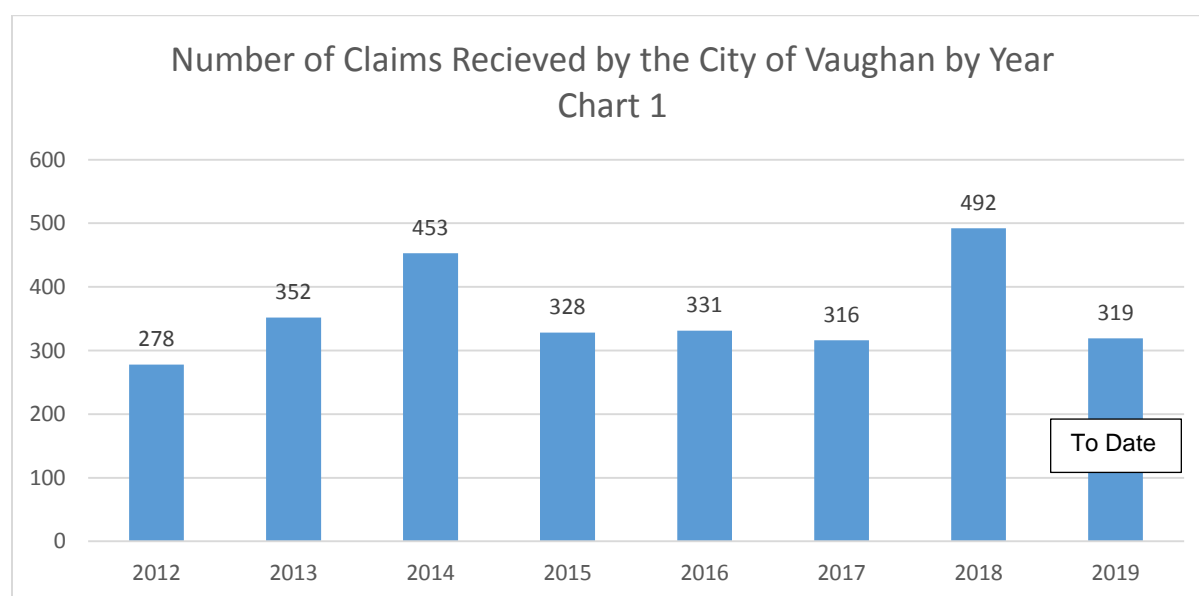
AMO's Joint and Several Liability Task Force. In August of 2019, this Task Force met with government officials to start the conversation. At the time of writing this report, the findings of this group have not been released. A media release/backgrounders from AMO on this matter can be viewed on their website at <https://www.amo.on.ca/AMO-Content/Backgrounders/2018/MunicipalLiability.aspx>

City of Vaughan's Response

The City of Vaughan's Insurance and Risk Management group is working on a submission for this provincial review. The direct impact on the pure cost of joint and several liability is difficult for any municipality to quantify, and much of the requested data will be difficult to collect in the time provided by the Province. However, some data points will be provided with the main ones discussed below:

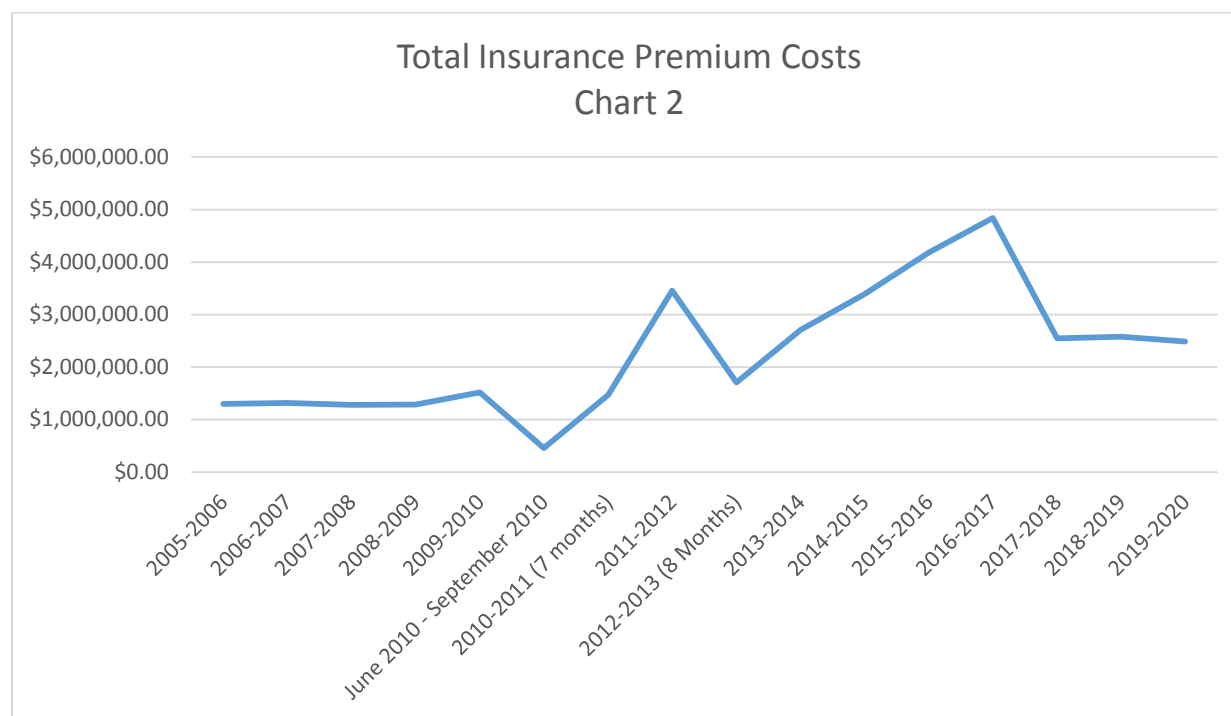
Insurance Claims History

There was an increase in claims in 2014 due to extreme weather such as the December 2014 ice storm. The number of claims received in 2015, 2016 and 2017 was more in line with historic numbers, approximately 18% higher than 2012. In 2018, the City realized a 50% increase in claims as compared to the previous year. The number of claims this year is only 3.3% below where they were at this time last year (as of August 2019). This trend indicates that the City may incur almost 500 claims in 2019. The increase in the number of claims received in 2018 and 2019 cannot be attributed to one single event but appear to be reflective of a broadened risk profile and the rise of litigious behavior (see Chart 1 for the number of claims the City has received in recent years).



Insurance Premiums History

Chart 2 illustrates the total cost of insurance premiums since the 2005-2006 policy period. It illustrates a rising trend that is typically offset by the issuance of an RFP (2010, 2012 and 2016). The City's insurance premiums have remained flat since the 2016 RFP but staff do anticipate an increase for 2020.



While the issuance of an RFP's in response to rising premium costs is standard, this practice adds to the cyclical nature of the business. It is not a long-term solution but rather a temporary one. This is not true of every municipality, but it is the experience of the majority. The cost of an insurance policy is just one aspect to consider when purchasing insurance. Other factors to consider include financial stability of insurers, experience in the Canadian market place (and more specifically in Ontario), breadth of coverage, exclusions and additional services offered.

Joint and Several Liability is just one piece in a large and complicated puzzle that is Public Sector risk, insurance and claims. The insurance market place for municipalities is much different than it is for private automobiles and homes. There are typically five to six brokers/managing general agents who have access to insurers who write this type of business. With the demise of the not for profit insurance reciprocal for municipalities (Ontario Municipal Insurance Exchange - OMEX), all options are for profit entities. On August 15, 2019, Intact Insurance announced its intent to purchase The Guarantee and

MGA Frank Cowan Company. It remains to be seen how this merger will impact the Public Sector practice.

As of the time of writing, the market is experiencing lessening capacity, which means that those insurers providing coverage are not able to provide the limits of coverage that they have in the past. This in turn increases the cost of the policy. Also impacting the cost of insurance is the claim experience of the municipality. Several municipalities that have purchased insurance in 2019 have faced increases from 10% to 59%.

The City of Vaughan is currently entering into the renewal period with the current carriers through our broker, AON. Very early analysis indicates a potential premium increase, an increase in the deductible for certain policies or a combination of both.

Implementation of ClearRisk

Since January 1, 2017, the City's risk group has been working to create enhanced reporting capabilities through a software program called ClearRisk. This software not only tracks the claims but is allowing the department to work towards claim trending reports which will assist all decision makers across the corporation in identifying and treating the multitude of risks faced by the City which can generate a claim. Fully realizing the capabilities of this software has been delayed due to an increase in the number of claims submitted to the City. The increase in claims has necessitated an increase in staff time devoted to claims administration. While the creation of risk reports is paramount, ultimately the work required to administer each claim must take priority. Standard operating procedures are being implemented as efficiencies are sought out to provide for more time for staff to focus on risk management and analysis of claims and other strategic initiatives. This is becoming more difficult as the claim counts continue to rise.

Financial Impact

If the *Negligence Act* is not amended, municipalities will continue to run up against this legislation when attempting to negotiate the purchase of insurance. While there is no way to specifically pinpoint the direct financial impact of joint and several liability, the concept is woven into every claim as it is managed. It is ever-present and the risk of paying 60% of a judgement when you are 20% responsible must be considered before taking any matter to trial.

As noted above, there is a potential of an increase in premiums or deductible or both in our insurance renewal term. Increases in deductible could potentially have an impact on staff resources and external legal costs, as a higher number of claims will need to be managed by Risk Management and Legal Services without insurance coverage.

Broader Regional Impacts/Considerations

York Region's risk management team faces the same challenges as joint and several liability impacts their claim process and their carriers. Their risk manager currently sits on AMO's Joint and Several Liability Task Force.

Conclusion

Managing the cost of risk is of paramount importance in the current environment and will be as we move through the next insurance cycle. Much like the real estate market, the insurance market place has proved to be cyclical in nature. Key 2019 market indications show that there is less capacity (which impacts the amount of insurance an insurer will provide) along with a hardening market (which impacts the cost of insurance). Joint and Several Liability, together with other factors, may contribute to both capacity and premium rates for municipal programs.

The City's Insurance and Risk team will complete the report for the Province. As part of our 2020 initiatives, Risk Management and Legal Services are commencing a litigation and risk management services review to look at process improvement and alignment, as well as overall risk mitigation strategies.

For more information, please contact: Shannon Devane, Manager, Risk and Registration Services, ext. 8167

Attachments

1. Letter from Doug Downey, Attorney General, dated July 12, 2019
2. AMO's 2011 Municipal Insurance Survey Results – Managing the Cost of Risk
3. Disjointed – A Look at Joint and Several Liability – Insurance Bureau of Canada, 2014

Prepared by

Shannon Devane, Manager, Risk and Registration Services, ext. 8167

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JUL 12 2019

Our Reference #: M-2019-3638

Dear Head of Council,

Further to the Premier's announcement at the 2019 ROMA conference, I am writing to invite you to participate in the government's consultations regarding joint and several liability, insurance costs, and the 'liability chill' affecting the delivery of everyday public services.

In order to make this consultation process as effective as possible, the government needs to hear directly from you about your municipality's experiences. It is impossible to canvass possible solutions without understanding the actual problems faced by municipalities.

This will be an evidence-led consultation and policy development process. The first phase of the process will involve collecting background technical information. I therefore ask that you have your municipal officials respond in writing to the general questions noted below. We will also be establishing a Technical Table of provincial and municipal elected officials, building on AMO's existing Working Group, to make sure that we are all on the same page around the issues and evidence that need to be addressed.

Given the importance of hearing your experiences, there is no predetermined format or questionnaire for this consultation. We don't want to inadvertently limit you. We would ask, though, that your officials consider and address three broad questions so that there is some comparability among the responses.

First, please describe the nature of the problem as you see it. What are the problems that you need addressed to benefit your municipality. Is it increasing premiums? Rising deductibles? Being unfairly named in lawsuits? Being held to unreasonably strict standards (e.g., regarding road design or maintenance)? Feeling that you cannot offer certain services because of the liability risk? A general sense of unfairness that municipal taxpayers pay more than their fair share (e.g., because individuals are under-insured or were behaving irresponsibly)? Please have your officials describe all the specific problems that are directly affecting your municipality.

Second, please indicate what evidence leads you to your view of the problem. Without limiting the types of evidence you may wish to discuss, I have attached to this letter a list of potentially relevant facts and evidence that your officials may wish to address.

Finally, given your view of the problem and the supporting evidence, what solutions do you propose? In formulating your proposals, please keep in mind the need to ensure that catastrophically injured persons are fairly compensated and that costs are not simply transferred to the publicly funded health care system.

.../2

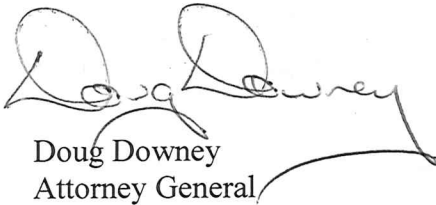
I will provide an update on the consultation process at AMO in August. I will also meet with interested delegations.

The second phase of the municipal consultation process will involve formal discussions in early Fall among elected officials about the evidence and the potential policy solutions. Once there is a provincial and municipal understanding on the key issues, the government will engage with other interested stakeholders.

The Ministry of the Attorney General has established a dedicated email address to receive the background technical information from your officials. Please have your officials respond by Friday, September 27, 2019 to magpolicy@ontario.ca. For further information, please have your officials reach out to MAG at the email address noted above.

Our goal must be meaningful and lasting reform. I encourage you to share your experiences on this important subject.

Sincerely,



Doug Downey
Attorney General

Attachment

Potentially Relevant Facts and Evidence

Nature of Insurance Coverage

- Does your municipality purchase liability insurance? If so, from what company?
- Do you use an insurance broker? If so, which company?
- Does your municipality self-insure against some or all liability risks? If so, please describe the program.

Premiums

- Municipal insurance premiums over time (both absolute dollars and percentage increases)
- Insurance premiums in other business lines over the same time period
- Typical ratio of premiums to claims payouts
- What triggers premium increases? Being named in a claim? Incurring defence costs? Paying on the claim?
- The secondary literature speaks of 'insurance cycles' or the market 'tightening' periodically such that premiums increase markedly in a relatively short period of time. Do you have any views on this topic?

Deductibles

- Amount
- Trigger for payment by municipality (being named, filing a defence?)
- Changes over time
- Comparison to changes in other business lines over time

Litigation Costs

- Amount
- Does joint and several liability ("JSL") impact costs?
- Changes over time
- Are municipal liability cases any more expensive to defend than other types of claims?
- Have any steps been taken, or are planned, to reduce defence costs?

Types of Claims

- Data regarding types of claims including road/auto, building inspections, other personal injury (e.g., tobogganing) – both volume and cost
- Number/ portion of cases that involve two or more defendants and thus raise JSL issues
- Changes over time

Settlement of Claims

- Data regarding JSL cases – and ideally the specific cases – where municipalities have settled for amounts disproportionate to their fault.
- Non-JSL cases where the municipality has paid amounts viewed as disproportionate to their level of fault (e.g., in the past some stakeholders have identified single vehicle collisions involving impaired drivers).

Adjudication of Claims

- Data regarding JSL cases – and ideally the specific cases – where municipalities have been required to pay amounts disproportionate to their degree of fault as determined by the court.
- Non-JSL cases where the municipality has been found liable and required to pay amounts viewed as disproportionate to their level of fault (e.g., in the past some stakeholders have identified single vehicle collisions involving impaired drivers).

Claim Costs

- Is the cost of individual claims raising, e.g. claims related to injuries in automobile accidents? If so, why?
- In 2016, the previous government reduced the cap for no fault catastrophic injury payments in automobile cases from \$2M to \$1M. Did that have any impact on municipal costs? If so, what savings are expected from the government's plan to increase the cap back to \$2M? Would a further increase to no fault benefits result in savings to municipalities?
- Are settlements ever for a sum less than or equal to the deductible?

Other

- How does JSL positively impact catastrophically injured plaintiffs? How would associated costs be distributed if JSL is abolished?
- What if any impact have road maintenance standards had on claims against municipalities?
- What types of everyday activities have been impacted by insurance costs and other liability risks? To what extent is JSL a factor in these situations? What steps have municipalities taken to mitigate these costs and risks?



AMO's 2011 Municipal Insurance Survey Results

Managing the Cost of Risk

August 23, 2011

Association of
Municipalities
of Ontario

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Toronto, ON M5H 3C6 Canada
Tel: 416-971-9856 • Fax: 416-971-6191
email: amo@amo.on.ca
website: www.amo.on.ca

AMO's 2011 Municipal Insurance Survey Results

The Association of Municipalities of Ontario has completed the first ever comprehensive survey of municipal insurance costs across the province. The survey reveals that since 2007, liability premiums have increased by 22.2% and are among the fastest growing municipal costs. Total 2011 Ontario municipal insurance costs are \$155.2 million. Liability premiums make up the majority of these expenses at \$85.5 million. Property taxpayers are paying this price.

Insurance costs exceed annual province-wide municipal spending in each of these respective areas: maintaining bridges and culverts, administering and providing Ontario Works employment assistance benefits, and funding Conservation Authorities.

These costs disproportionately affect small municipalities. The per capita insurance costs for communities with populations under 10,000 are \$37.56. By comparison, per capita costs in large communities with populations over 75,000 are \$7.71. Property taxpayers in one northern community are spending more on insurance than their library. In one southern county, for every \$2 spent on snowplowing roads, another \$1 is spent on insurance.

The survey was prompted by anecdotal reports of rising insurance costs. It sought to quantify, in part, some of the costs associated with joint and several liability in the provincial *Negligence Act*. It does not include legal fees, self-insurance costs, settlements, risk management expenses or court mandated awards. Based on current trends, insurance costs will rise to \$214 million annually by 2020.

The insurance premiums paid by municipalities reflect the legal reality that municipalities are “deep pocket” defendants, often targeted for litigation because the law has established such a low threshold of responsibility. Just a fraction of fault can cost a municipality millions of dollars. The premiums charged by insurance companies, non-profit insurance reciprocals and pools reflect, in part, this legal risk.

Continued advocacy by municipalities is needed to help change this legal environment and explore alternatives such as proportionate liability. Many common law jurisdictions have pursued proportionate liability in the face of rising costs and this unequitable burden. AMO looks forward to discussing these pressing municipal issues with the next government.

Please see the back of this booklet for tips on managing your municipal premiums.

Municipal Insurance Survey Results

AUGUST 23, 2011

Survey Results for 2011¹	All Municipalities
Total Insurance Costs²	
Average Annual Insurance Premium for 2011	\$378,589
Total Insurance Costs for 2011	\$155,221,422
Avg. % Change in Premiums since 2007	Up 20.8%
Liability Insurance³	
Avg. Annual General Liability Insurance Premium for 2011	\$208,767
Total Premium Costs for 2011	\$85,594,449
Avg. % Change in Premiums since 2007	Up 22.2%
Avg. Per Occurrence Deductible	\$108,583
Avg. % Change in Deductibles since 2007	Up 2.4%
Avg. Total Annual Dollar Limit of Coverage	\$27,327,876
Property Insurance⁴	
Avg. Annual Property Insurance Premium for 2011	\$82,774
Total Premium Costs for 2011	\$33,937,189
Avg. % Change in Premiums since 2007	Up 16%
Avg. Annual Deductible	\$46,882
Avg. % Change in Deductibles since 2007	Up 2.8%
Avg. Total Value Insured	\$162,501,159
Automobile Insurance	
Avg. Auto Insurance Premium for 2011	\$78,812
Total Premium Costs for 2011	\$32,312,881
Avg. % Change in Premiums from 2007	Up 21.2%
Avg. Annual Auto Insurance Deductible	\$42,085
Avg. % Change in Deductibles since 2007	Up 3.6%

¹ All results have been weighted from a sample size of between 97 and 122 municipalities representing approximately 50% of the Ontario population. With a 95% confidence limit, the results are accurate to within +/- 7.42%. Premiums vary based on individual municipal claims history.

² Premiums include all coverage from general liability, property and automobile insurance plus other coverage, including other liability insurance as well as environmental, transit, crime, aviation, and marine insurance.

³ Includes coverage for annual aggregate commercial or comprehensive general liability insurance (including primary, umbrella and excess layers).

⁴ Deductible includes coverage for boiler and machinery.

Small Municipalities with Population under 9,999

AUGUST 23, 2011

<i>Survey Results for 2011¹</i>	<i>Municipalities with a population of 1-5,000</i>	<i>Municipalities with a population of 5,001- 9,999</i>
Total Insurance Costs²		
Average Annual Insurance Premiums for 2011	\$98,757	\$189,765
Avg. % Change in Premiums since 2007	Up 13.4%	Up 15%
Liability Insurance³		
Avg. General Liability Insurance Premiums for 2011	\$68,680	\$120,780
Avg. % Change in Premiums since 2007	Up 20.0%	Up 8.2%
Avg. Per Occurrence Deductible	\$6,667	\$9,808
Avg. % Change in Deductibles since 2007	Up 2.6%	Up 7.4%
Avg. Total Annual Dollar Limit of Coverage	\$22,203,125	\$21,730,769
Property Insurance⁴		
Avg. Annual Property Insurance Premium for 2011	\$26,920	\$44,932
Avg. % Change in Premiums since 2007	Up 2.8%	Up 26.7%
Avg. Total Value Insured	\$22,497,108	\$44,661,275
Avg. Annual Deductible	\$8,393	\$6,944
Avg. % Change in Deductibles since 2007	Up 2.2%	Up 4.2%
Automobile Insurance		
Avg. Auto Insurance Premium for 2011	\$19,476	\$28,330
Avg. % Change in Premiums since 2007	Up 21%	Up 8.8%
Avg. Annual Auto Insurance Deductible	\$4,192	\$5,019
Avg. % Change in Deductibles since 2007	Up 19.8%	Up 5.9%

¹ All results have been weighted from a sample size of between 97 and 122 municipalities representing approximately 50% of the Ontario population. With a 95% confidence limit, the results are accurate to within +/- 7.42%. Premiums vary based on individual municipal claims history.

² Premiums include all coverage from general liability, property and automobile insurance plus other coverage, including other liability insurance as well as environmental, transit, crime, aviation, and marine insurance.

³ Includes coverage for annual aggregate commercial or comprehensive general liability insurance (including primary, umbrella and excess layers).

⁴ Deductible includes coverage for boiler and machinery.

Medium Municipalities with Population of 10,000-74,999

AUGUST 23, 2011

<i>Survey Results for 2011¹</i>	<i>Municipalities with a population of 10,000-42,500</i>	<i>Municipalities with a population of 42,501- 74,999</i>
Total Insurance Costs²		
Average Annual Insurance Premiums for 2011	\$375,666	\$895,023
Avg. % Change in Premiums since 2007	Up 25.4%	Up 8.6%
Liability Insurance³		
Avg. Annual General Liability Insurance Premiums for 2011	\$241,006	\$535,810
Avg. % Change in Premiums since 2007	Up 34.9%	Up 5.3%
Avg. Per Occurrence Deductible	\$14,167	\$41,500
Avg. % Change in Deductibles since 2007	Up 10.1%	Up 105.3%*
Avg. Total Annual Dollar Limit of Coverage	\$33,335,185	\$41,428,571
Property Insurance⁴		
Avg. Annual Property Insurance Premium for 2011	\$76,405	\$170,315
Avg. % Change in Premiums since 2007	Up 19.7%	Up 5.1%
Avg. Total Value Insured	\$62,950,880	\$246,306,435
Avg. Annual Deductible	\$11,111	\$28,125
Avg. % Change in Deductibles since 2007	Up 1.7%	Up 87.5%*
Automobile Insurance		
Avg. Auto Insurance Premium for 2011	\$53,845	\$146,336
Avg. % Change in Premiums since 2007	Up 28.5%	Down 4.9%
Avg. Annual Auto Insurance Deductible	\$7,650	\$22,500
Avg. % Change in Deductibles since 2007	Down 1.5%	Up 111.8%*

¹ All results have been weighted from a sample size of between 97 and 122 municipalities representing approximately 50% of the Ontario population. With a 95% confidence limit, the results are accurate to within +/- 7.42%. Premiums vary based on individual municipal claims history.

² Premiums include all coverage from general liability, property and automobile insurance plus other coverage, including other liability insurance as well as environmental, transit, crime, aviation, and marine insurance.

³ Includes coverage for annual aggregate commercial or comprehensive general liability insurance (including primary, umbrella and excess layers).

⁴ Deductible includes coverage for boiler and machinery.

* Reflects changes in policy.

Large Municipalities with Population of 75,000 and up

AUGUST 23, 2011

<i>Survey Results for 2011¹</i>	<i>Municipalities with a population of 75,000-165,000</i>	<i>Municipalities with a population of 165,001+</i>
Total Insurance Costs²		
Average Annual Insurance Premium for 2011	\$1,420,459	\$2,313,802
Avg. % Change in Premiums since 2007	Up 27.3%	Up 32.5%
Liability Insurance³		
Avg. Annual General Liability Insurance Premium for 2011	\$706,996	\$976,030
Avg. % Change in Premiums since 2007	Up 26.7%	Up 32.6%
Avg. Per Occurrence Deductible	\$177,778	\$584,444
Avg. % Change in Deductibles since 2007	Up 3.2%	Up 5.5%
Avg. Total Annual Dollar Limit of Coverage	\$48,888,889	\$43,750,000
Property Insurance⁴		
Avg. Annual Property Insurance Premium for 2011	\$272,502	\$433,840
Avg. % Change in Premiums since 2007	Up 25.6%	Up 20.2%
Avg. Total Value Insured	\$476,847,515	\$1,467,506,942
Avg. Annual Deductible	\$150,556	\$548,333
Avg. % Change in Deductibles since 2007	No Change (0%)	Up 3.1%
Automobile Insurance		
Avg. Auto Insurance Premium for 2011	\$322,913	\$583,872
Avg. % Change in Premiums since 2007	Up 34%	Up 26.5%
Avg. Annual Auto Insurance Deductible	\$138,889	\$560,278
Avg. % Change in Deductibles since 2007	Up 1.2%	Up 4%

¹ All results have been weighted from a sample size of between 97 and 122 municipalities representing approximately 50% of the Ontario population. With a 95% confidence limit, the results are accurate to within +/- 7.42%. Premiums vary based on individual municipal claims history.

² Premiums include all coverage from general liability, property and automobile insurance plus other coverage, including other liability insurance as well as environmental, transit, crime, aviation, and marine insurance.

³ Includes coverage for annual aggregate commercial or comprehensive general liability insurance (including primary, umbrella and excess layers).

⁴ Deductible includes coverage for boiler and machinery.

Upper Tier Municipalities

AUGUST 23, 2011

<i>Survey Results for 2011¹</i>	<i>Upper Tier Municipalities</i>
<i>Total Insurance Costs²</i>	
Average Annual Insurance Premiums for 2011	\$943,702
Avg. % Change in Premiums since 2007	Up 25.1%
<i>Liability Insurance³</i>	
Avg. Annual General Liability Insurance Premiums for 2011	\$440,005
Avg. % Change in Premiums since 2007	Up 30.9%
Avg. Per Occurrence Deductible	\$913,947
Avg. % Change in Deductibles since 2007	Up 0.8%
Avg. Total Annual Dollar Limit of Coverage	\$28,684,737
<i>Property Insurance⁴</i>	
Avg. Annual Property Insurance Premium	\$198,023
Avg. % Change in Premiums since 2007	Up 24%
Avg. Total Value Insured	\$512,273,482
Avg. Annual Deductible	\$102,632
Avg. % Change in Deductibles since 2007	Up 3%
<i>Automobile Insurance</i>	
Avg. Annual Auto Insurance Premium for 2011	\$302,497
Avg. % Change in Premiums since 2007	Up 20.1%
Avg. Annual Auto Insurance Deductible	\$81,861
Avg. % Change in Deductibles since 2007	Up 1.6%

¹ All results have been weighted from a sample size of between 97 and 122 municipalities representing approximately 50% of the Ontario population. With a 95% confidence limit, the results are accurate to within +/- 7.42%. Results for Upper Tier Municipalities include the Waterloo Region Municipalities Insurance Pool. Premiums vary based on individual municipal claims history.

² Premiums include all coverage from general liability, property and automobile insurance plus other coverage, including other liability insurance as well as environmental, transit, crime, aviation, and marine insurance.

³ Includes coverage for annual aggregate commercial or comprehensive general liability insurance (including primary, umbrella and excess layers).

⁴ Deductible includes coverage for boiler and machinery.

Have questions about the premiums paid by your municipality?

Five things your municipality can do:

1. See how your local premiums compare. Contrast your municipal premiums to the averages listed in this booklet. Keep in mind that this is only one point of reference. Claims history also plays a significant role in determining the premiums charged by insurers and were not part of this survey. Also, the types of facilities and services your community offers will likely differ over others and affect premiums.

2. Consider increasing deductibles. The survey reveals municipal deductibles have remained generally unchanged in the past five years. Consider increasing your municipality's deductible as a way to reduce premiums. This means your municipality will be responsible for managing a greater degree of risk before insurance coverage begins. Discuss this with your insurance provider.

3. Review the dollar limits of your municipal liability coverage. The survey reveals that over the past five years, the dollar limits of coverage have remained unchanged sector wide. With the increasing frequency and size of damage awards, discuss with your insurance provider the continued appropriateness of your municipality's exposure limits.

4. Continue to manage risk. Help to reduce the possibility of claims being made against your municipality by following good risk management practices. More information is available on the Local Authority Services Limited website www.las.on.ca. Look for *Risk Management* under the *Administration Programs* heading.

5. Advocate for joint and several liability reform. As "deep pocket" defendants with seemingly limitless public resources at their disposal through the power of taxation, municipalities have often become the targets of litigation when other defendants do not have the means to pay high damage awards. This reality is reflected in the insurance premiums paid by municipalities. Many common law jurisdictions have adopted reforms to restore the balance. Add your municipality's voice to the call for Ontario to do the same.

For information please contact Matthew Wilson, Senior Policy Advisor at mwilson@amo.on.ca or call 416-971-9856 extension 323.

August 23, 2011



Disjointed – A Look at Joint and Several Liability

By Insurance Bureau of Canada

The legal doctrine of joint and several liability has been the subject of numerous studies in recent years. Law commissions and provincial governments from British Columbia to Manitoba to Ontario have examined whether to amend, abolish or modify the so-called “1% rule.”

Joint and several liability is a common law principle holding that those who have combined to cause a single indivisible loss are each liable to the injured person for the full amount of the damage suffered. A defendant, who may be only 1% at fault, can be obligated to pay the plaintiff’s entire judgment, particularly in cases where the other defendant (s) is unable to meet a court-ordered award.

In all, 11 common law jurisdictions in Canada have “joint and several” language contained in their contributory negligence legislation. In addition to Ontario, other jurisdictions with the joint and several rule in their statutes include Alberta, B.C., Manitoba, New Brunswick, P.E.I., Nova Scotia, Newfoundland and Labrador, Northwest Territories, Yukon and Nunavut.

In Ontario, the joint and several provisions of the Negligence Act, indicate: “Where damages have been caused or contributed to by the fault or neglect of two or more persons ... and, where two or more persons are found at fault or negligent, they are jointly and severally liable to the person suffering the loss or damage.”

Ontario is a particularly relevant example; it is the latest province to review joint and several liability through stakeholder consultations. In February 2014, the Ontario legislature unanimously passed a motion calling on the provincial government to implement a “comprehensive, long-term solution to reform joint and several liability insurance for municipalities by no later than June 2014.” The motion, introduced by PC MPP Randy Pettapiece, was supported by IBC, insurance brokers and more than 200 municipalities. .

Over the years, the application of joint and several liability under the Negligence Act has been an area of concern to commercial establishments, municipalities and their insurance companies.

Joint and several liability encourages plaintiffs and their legal counsel to name large establishments in lawsuits, even when their responsibility for a loss is questionable or marginal at best. For example, often, municipalities are perceived to have significant financial assets and sufficient insurance to cover an entire tort award. Consequently, this practice generates frivolous cases, drives up settlements and ultimately puts pressure on insurance prices.

According to the Association of Municipalities of Ontario (AMO), for several years the cost of municipal insurance has been rising at a disproportionate rate compared to inflation and all other municipal expenditures. The AMO noted in a 2011 study that municipality liability premiums increased 22% from 2007 to 2011. The report predicts that, unless change is made, insurance-related costs will increase further to \$180 million by 2015, an additional 16%.

Rising severity of liability exposure forces many municipalities, especially smaller ones, to eliminate public services, such as community events, in an attempt to manage and limit potential liability exposures and lower insurance costs. Joint and several liability affects smaller municipalities to a disproportionate degree as they are less capable of spreading the losses within their tax base.

Because of the high and rising liability exposure, the market capacity for municipal insurance has been retracting. In fact, over the past several years a number of insurance companies have entered and then exited the market after experiencing the high risks involved in providing liability coverage to municipalities.

“In the past two years, (we) have paid out (for files that were resolved or closed) approximately \$94 million for settlements or judgments for large claims against municipalities, of which approximately 25% represents payments as a result of the application of joint and several liability,” according to a document published in April 2013 by Frank Cowan Company, a Canadian Managing General Agent representing municipalities across the country. “This percentage has been steadily increasing, making it problematic for municipalities to obtain reasonably priced insurance for their risks.”

While there are many legal examples of joint and several liability, Frank Cowan Company cites one particular case to demonstrate the doctrine’s consequences on municipalities.

In *Deering v. Scugog* (2010) ONSC 5502, a young, inexperienced driver with a G2 license was driving on a rural road with no centerline. The driver approached a steep hill and perceived the vehicle traveling towards her was on her side of the road. She took evasive action, which caused her to lose control of the car, strike a culvert and flip over, resulting in severe injuries to the driver and her sister. A centerline was not required on the road according to the Ontario Manual of Uniform Traffic Control.

The accident occurred on a boundary road with shared jurisdiction between the municipalities of Scugog and Oshawa. Both municipalities were sued, shared the liability and the payment.

According to Frank Cowan Company: “This case has cost the municipalities, and therefore (their) taxpayers and their insurers, more than \$20 million. If joint and several liability were not a factor, the cost would have been \$16 million. If a reasonable assessment of 25% liability on the municipalities had been made in a non-joint and several liability scenario, the cost would have been \$6 million to the municipalities, taxpayers and their insurers.”

Prior to the spring election, the Ontario government had canvassed groups, including Insurance Bureau of Canada (IBC), on potential reforms to joint and several liability. Other organizations, such as the AMO and the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), have lobbied for some time for changes to the legal doctrine. Meanwhile, groups such as the Ontario Trial Lawyers Association (OTLA) feel there is no need for change.

Other countries, such as the United States, have made changes to joint and several liability rules. Currently, the vast majority of states in the U.S. do not have joint and several liability in their contributory negligence laws. Most have modified the rule to some form of proportionate liability, in

which the liability of each co-defendant is limited to the proportion of the loss or damage for which he or she is found to be actually responsible.

Closer to home, Saskatchewan amended its Contributory Negligence Act in 2005 to address situations where liable defendants cannot fund an award of damages. The Act provides that if a defendant cannot fund its proportion of liability, as found by the Court, the uncollectible amount will be apportioned between all parties, including the plaintiff where the plaintiff is found contributorily negligent.

There is also a level of proportionate liability in British Columbia. In that province, courts have interpreted the wording of the Negligence Act so that a defendant's liability is proportionate if the plaintiff is contributorily negligent and joint and several if the plaintiff is not.

In spring 2014, the Ontario Ministry of the Attorney General put forward two main proposals for considering reform of the issue of joint and several liability for municipalities.

The Saskatchewan Model: "Where there is a shortfall due to one defendant being insolvent and the plaintiff's own negligence contributed to the harm, the shortfall is to be divided among the remaining defendants and the plaintiff in proportion to their fault."

The Multiplier Model: "Where there is a shortfall due to one defendant being insolvent, the municipality would never be liable for more than two times its proportion of damages, even if this means that a plaintiff does not fully recover."

The most appropriate model for addressing the effects of joint and several liability is the multiplier model for all claims arising from the use and operation of motor vehicles. Car collisions account for the largest share of the problem for municipalities.

The multiplier model will ensure that a defendant who only contributed marginally to the loss does not assume significantly disproportionate amount of liability because of a non-contributing defendant. In contrast, a defendant who has been attributed increased fault for the loss will bear increased responsibility for covering the share of a non-contributing defendant than otherwise would be afforded under the Saskatchewan model. For that reason, the multiplier model will provide the plaintiff more of an opportunity to collect the compensation award.

The Saskatchewan model only applies in circumstances where the plaintiff contributed to the loss. The multiplier model's applicability should not be contingent on a finding of contributory negligence. A pre-requisite finding of contributory negligence leaves room for legal counsel and the courts to circumvent the reform by changing the evidentiary threshold for findings of contributory negligence.

Insurance companies in Ontario have experience with similar unintended consequences from tort reform. For example, in 1996, after the government increased the deductible for non-pecuniary awards in motor vehicle collision cases from \$10,000 to \$15,000, the cost of the average bodily injury claim increased from around \$70,000 to \$90,000, or almost 30%, within one year, which, in effect, offset the amount of the deductible.

IBC supports any provincial government's effort to relieve municipalities from the inequitable consequences of the application of joint and several liability. We believe the multiplier model is the most appropriate model for addressing the problem.

IBC also supports expanding the reform to include all defendants involved in claims for property damage and bodily injury losses arising from the use and operation of motor vehicles in Ontario. This approach will help minimize the potential shift of liability costs to other defendants that may be associated with focusing the reforms only on municipalities, and will contribute to lowering the cost of auto insurance for consumers.

Unfortunately, in August 2014, Ontario Attorney General Madeleine Meilleur advised attendees at the AMO annual meeting in London that the government has no plans to make changes to the law due to a lack of evidence. However, this year alone one municipality has already seen \$300,000 in added costs due to higher premiums. Multiply that dollar figure by the more than 400 municipalities in Ontario and you'll see that cities are facing a real budgetary challenge. We believe that reform of the joint and several liability law would go a long way to relieving this pressure.

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: PROCLAMATION REQUEST
WRONGFUL CONVICTION DAY**

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: DECISION

Purpose

To seek Council approval to proclaim October 2, 2019 as Wrongful Conviction Day and that the proclamation be posted on the City's website.

Report Highlights

- Respond to the proclamation request received from Innocence Canada.
- Proclamation requested for October 2, 2019.

Recommendations

1. That October 2, 2019 be proclaimed as "Wrongful Conviction Day"; and,
2. That the proclamation be posted on the City's website.

Background

Correspondence was received from a representative for Innocence Canada on August 22, 2019 making the request for proclamation.

The purpose of Wrongful Conviction Day is to spread awareness about wrongful convictions and the effects these convictions have on individuals, their families and society. In proclaiming this day, Innocence Canada aims to decrease the amount of

wrongful convictions in Canada by encouraging the justice system to address issues that contribute to wrongful convictions.

Council has previously granted this request.

Previous Reports/Authority

[Committee of the Whole – September 17, 2018](#)

Analysis and Options

The proclamation request meets the requirements of the City's Proclamation Policy, as follows:

"That upon request, the City of Vaughan issue Proclamations for events, campaigns, or other similar matters:

- (i) which are promoted by an organization that is a registered charity pursuant to Section 248 of the Income Tax Act."

Financial Impact

Not applicable.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

Staff is recommending that October 2, 2019 be proclaimed as Wrongful Conviction Day and that the proclamation be posted on the City's website.

For more information, please contact: Todd Coles, City Clerk, x8281

Attachment

1. Correspondence from Innocence Canada, received on August 22, 2019

Prepared by

Julia Bartolomeo, Supervisor, City Clerk's Administrative Services, ext. 8280



Innocence Canada

RECEIVED
AUG 22 2019
CLERK'S DEPT.

Dear Mayor Maurizio Bevilacqua,

My name is Mabel Pastrana, a Criminal Justice and Public Policy student from the University of Guelph, and a volunteer for Innocence Canada (formerly the Association in Defence of the Wrongfully Convicted). I am writing to you on behalf of Innocence Canada to ask if you would proclaim October 2nd as Wrongful Conviction Day in the city of Vaughan.

The purpose of Wrongful Conviction Day is to spread awareness about wrongful convictions and the effects these convictions have on individuals, their families, and the society at large. Through Wrongful Conviction Day, Innocence Canada aims to decrease the amount of wrongful convictions in Canada by encouraging the justice system to address issues that contribute to wrongful convictions.

Innocence Canada is a not-for-profit organization founded in 1993 and have been responsible for exonerating 24 wrongly convicted individuals. Amongst these exonerees are David Milgaard, Romeo Phillion, Steven Truscott and Guy Paul Morin. There is an undetermined number of individuals imprisoned for crimes they did not commit. Nobody is exempt from the possibility of being wrongfully convicted.

We hope that you would be able to offer us assistance in our mission to declaring October 2nd as Wrongful Conviction day across Canada. Numerous cities have joined us in our efforts such as Toronto, Oakville, Ajax, Pickering, Orillia, etc. Please visit <http://www.innocencecanada.com/> for more information on the organization, and feel free to contact me if you have further questions at mpastran@uoguelph.ca or

I look forward to hearing from you,

Mabel Pastrana
B.A (Hons.), Criminal Justice and Public Policy
University of Guelph

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: PROCLAMATION REQUEST
SHOW YOUR LOCAL LOVE DAY**

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: DECISION

Purpose

To seek Council approval to proclaim September 17, 2019 as Show Your Local Love Day, and that the proclamation be posted on the City's website.

Report Highlights

- Respond to the proclamation request received from United Way Greater Toronto.
- Proclamation requested for September 17, 2019.

Recommendations

1. That September 17, 2019 be proclaimed as "Show Your Local Love Day"; and,
2. That the proclamation be posted on the City's website.

Background

Correspondence was received from the President & Chief Executive Officer of United Way Greater Toronto.

The proclamation request did not meet the timeline requirements for Council consideration before the date of, however the foundation was agreeable to having the proclamation made after the fact.

United Way Greater Toronto is requesting a proclamation for Show Your Local Love Day so that residents of Vaughan may think about what makes their community such a vibrant place to live and work, and how poverty and income inequality are hurting their neighbourhood.

Previous Reports/Authority

Not applicable.

Analysis and Options

The proclamation meets the requirements of the City's Proclamation Policy, as follows:

"That upon request, the City of Vaughan issue Proclamations for events, campaigns, or other similar matters:

- (i) which are promoted by any organization that is a registered charity pursuant to Section 248 on the Income Tax Act."

Financial Impact

Not applicable.

Broader Regional Impacts/Considerations

Proclaiming Show Your Local Love Day will help drive public attention to issues faced by the municipality, as well as the Region as a whole.

Conclusion

Staff is recommending that September 17, 2019 be proclaimed as Show Your Local Love Day, and that the proclamation be posted on the City's website after the fact.

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

Attachment

1. Correspondence from the President & Chief Executive Officer, United Way Greater Toronto, dated August 28, 2019

Prepared by

Julia Bartolomeo, Supervisor, City Clerk's Administrative Services, ext. 8280



Daniele Zanotti
President and
Chief Executive Officer

RECEIVED

AUG 29 2019

CLERK'S DEPT.

August 28, 2019

Mayor Maurizio Bevilacqua
City of Vaughan
2141 Major Mackenzie Drive
Vaughan ON L6A 1T1

Dear Mayor Bevilacqua

United Way Greater Toronto is requesting September 17, 2019 be proclaimed as Show Your Local Love Day. Show Your Local Love Day for residents of Vaughan to think about what makes our community such a vibrant place to live and work, and how poverty and income inequality are hurting our neighbourhoods. By supporting United Way's 2019-20 campaign that launches September 17, and its network of 270 community partners, people can be the change they want to see in their neighbourhoods and communities across Vaughan and York Region.

We appreciate that this request does not fit within the timeframe of the proclamation policy which requires Council to approve requests and the first meeting is October 2nd. However, we understand that a Proclamation can be recognized after the fact and perhaps in this case, can be linked with the launch of the City of Vaughan United Way Campaign.

By making a donation to United Way, Vaughan residents will help mobilize that network of community supports and join us in tackling #UNIGNORABLE issues linked to poverty. rooted in ground-breaking research, strategic leadership, local advocacy and cross-sectoral partnerships committed to building lasting solutions to the GTA's greatest challenges.

The City of Vaughan employees are long term supporters and cherished partners in that work through a robust United Way campaign led by dedicated staff as volunteers and additional support resulting from fundraising events led by the Mayor's office.

Proclaiming September 17, 2019 as Show Your Local Love Day will help drive public attention to critical issues facing our cities, towns and region and propel collective impact in local communities where everyone regardless of their background and circumstance can thrive.

Thank you for your consideration.

Yours sincerely

Daniele Zanotti

cc Office of the City Clerk

WORKING WITH COMMUNITIES IN
**PEEL, TORONTO
& YORK REGION**

Corporate Office
26 Wellington St. E
12th Fl, Toronto, ON
M5E 1S2
Tel 416 777 2001
Fax 416 777 0962
TTY 1 866 620 2993

Peel Office
90 Burnhamthorpe Rd. W
Suite 408, PO Box 58
Mississauga, ON
L5B 3C3
Tel 905 602 3650

York Region Office
80F Centurian Dr
Suite 200, Markham, ON
L3R 8C1
Tel 905 474 9974
Fax 905 474 0051

unitedwaygt.org

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: PROCLAMATION REQUEST
ISLAMIC HERITAGE MONTH**

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: DECISION

Purpose

To seek Council approval to proclaim October 2019 as Islamic Heritage Month, that the proclamation be posted on the City's website, and to receive Council's direction on the group's request to use the City's electronic message boards to promote an event they will be hosting in City space, on a date to be determined.

Report Highlights

- Respond to the proclamation request received from Ahmadiyya Muslim Jama'at (Vaughan).
- Proclamation requested for the month of October.
- The group is also requesting use of the City's electronic message boards to promote an event they will be hosting during Islamic Heritage Month.

Recommendations

1. That October 2019 be proclaimed as "Islamic Heritage Month";
2. That the proclamation be posted on the City's website; and,
3. For Council to provide direction on the group's request to use the City's electronic message boards to promote an event they will be hosting during Islamic Heritage Month in City space, on a date to be determined.

Background

Correspondence was received from Ahmadiyya Muslim Jama'at (Vaughan) in the Office of the City Clerk on August 28, 2019 making the request for proclamation and the request for use of the City's electronic message boards.

The government of Ontario has declared October to be Islamic Heritage Month. Proclaiming Islamic Heritage Month in Vaughan will provide an opportunity for the public to reflect, celebrate and learn about Islamic history, as well as learn about the roles and contributions of Muslims in their community.

The group is hosting an event in City space, on a date to be determined in conjunction with relevant departments. They are requesting use of the City's electronic message boards to promote this event.

Previous Reports/Authority

[Council - June 19, 2018](#)

Analysis and Options

The proclamation meets the requirements of the City's Proclamation Policy, as follows:

"That upon request, the City of Vaughan issue Proclamations for events, campaigns, or other similar matters: If the event, campaign or declaration is directly related to matters over which the City has jurisdiction or the City directly sponsors the event, campaign or other matter."

Council is to provide direction on the request for use of the City's electronic message boards based on relevant City policy.

Financial Impact

Not applicable.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

Staff is recommending that October 2019 be proclaimed as Islamic Heritage Month and that the proclamation be posted on the City's website.

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

Attachment

1. Correspondence from Ahmadiyya Muslim Jama'at (Vaughan), dated August 25, 2019

Prepared by

Julia Bartolomeo, Supervisor, City Clerk's Administrative Services, ext. 8280



AHMADIYYA
MUSLIM JAMA'AT
Canada

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Muslims who believe in the Messiah, Mirza Ghulam Ahmad ^{as}
and promote "Love for all, Hatred for none"

Clerk's Office
City of Vaughan
Aug 25, 2019

RECEIVED
AUG 28 2019
CLERK'S DEPT.

Respectable Mr. Coles,

Islam is a religion with around 1.8 billion followers globally. It has a diverse and rich heritage. To celebrate the vibrant Islamic Heritage, the government of Ontario has declared October to be the Islamic Heritage Month.

By the grace and blessings of the Almighty, we were able to organize our first Islamic heritage expo on Oct 27, 2018 at the Vaughan City Hall. The event provided an opportunity for the public to reflect, celebrate and learn about the rich and longstanding Islamic history and the diverse roles and contributions of Muslims in their community.

In light of this, the Ahmadiyya Muslim Jama'at (Vaughan) wants to request that the month of October 2019 be proclaimed as Islamic Heritage Month along with a flag raising event to celebrate the month at the City Hall once again. However, due to the nature of our flag representing our religious movement and being sacred to us, we would like to request it being hosted on a separate flagpole independently just like Franko Ontarians and Fuerza Latina got to host their flags on a separate pole.

Secondly, we would also want to request access to the city's electronic message boards to advertise the event so that the public can join us in our celebration.

On behalf of the Ahmadiyya Muslim Jama'at, Vaughan, I will look forward to your help and support in this regard.

Yours truly,

M. Z. M. (M. Zubair Mughla)



Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: PROCLAMATION AND FLAG RAISING REQUEST
CHINESE NATIONAL DAY WEEK**

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: DECISION

Purpose

To seek Council approval to proclaim the week of October 1 – 7, 2019 as Chinese National Day Week, that the flag of the People's Republic of China be raised at Vaughan City Hall on a date to be determined in conjunction with relevant departments, and that the proclamation be posted on the City's website.

Report Highlights

- Respond to the proclamation and flag raising request from the Federation of Chinese Canadians in York Region (FCCYR) & Federation of Chinese Canadians in Vaughan (FCCV).
- Proclamation and flag raising event requested for the week of October 1 – 7, 2019.

Recommendations

1. That October 1 – 7, 2019 be proclaimed as Chinese National Day Week;
2. That the City of Vaughan participate in a flag raising event to raise the People's Republic of China flag on a date to be determined, with the flag remaining raised for the balance of that date; and,
3. That the proclamation be posted on the City's website.

Background

Correspondence was received from the FCCYR & FCCV in the Office of the City Clerk on September 9, 2019 making the request for proclamation and flag raising.

The People's Republic of China was founded on October 1, 1949 and this day remains a significant one for Chinese people around the world. Commemorating this day with a proclamation and flag raising would be meaningful for those with Chinese roots that live in the City of Vaughan.

Council has previously granted this request.

Previous Reports/Authority

[Committee of the Whole – September 17, 2018](#)

Analysis and Options

The proclamation and flag raising request meets the requirements of the City's Proclamation Policy and Flag Raising/Half Masting policy, as follows:

"That upon request, the City of Vaughan issue Proclamations for events, campaigns, or other similar matters: If the event, campaign or declaration is directly related to matters over which the City has jurisdictions or the City directly sponsors the event, campaign or other matter"; and

"In recognition of the ethnic diversity of the residents of the municipality the City of Vaughan will fly at the Civic Centre the flag of any nation, country or ethnic group on the national day or on the anniversary of a special occasion, upon a written request to the City Clerk submitted one month in advance by that nation, or ethnic group or its representatives".

Financial Impact

Not applicable.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

Staff is recommending that October 1 – 7, 2019 be proclaimed as Chinese National Day Week, that the City of Vaughan participate in a flag raising event to raise the People's Republic of China flag on a date to be determined, with the flag remaining raised for the balance of that date, and that the proclamation be posted on the City's website.

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

Attachment

1. Correspondence from Chairman, FCCYR & FCCV, received on September 9, 2019

Prepared by

Julia Bartolomeo, Supervisor, City Clerk's Administrative Services, ext. 8280



RECEIVED

SEP 09 2019

CLERK'S DEPT.

Federation of Chinese Canadians in York Region

Federation of Chinese Canadians in Vaughan

Office 1: 2 Wootten Way North, Markham, Ont. L3P 5T7

Office 2: 7368 Yonge St, Suite 103, Vaughan, Ont. L4J 8H9

Tel: (905) 294-4990 Fax: (905) 471-1916 E-mail: drkenng@fccm.ca <http://www.culture-canada.ca>

September 8, 2019

Mr. Todd Coles
City Clerk, City of Vaughan
2141 Major Mackenzie Drive
Vaughan, ON
L6A 1T1

RE: Request for Chinese Flag Raising Ceremony

Dear Mr. Coles:

On behalf of the Federation of Chinese Canadians of Vaughan and York Region (FCCV and FCCYR), I would like to respectfully request permission to raise the flag of the People's Republic of China at Vaughan City Hall on Saturday, October 5, 2019 at 3:00 pm.

The People's Republic of China was founded on October 1, 1949 and this day marks the country's National Day for Chinese people around the world. For a number of years FCCYR has celebrated China's National Day in October with a number of flag raising ceremonies across York Region. We would like to continue the flag raising ceremony tradition at Vaughan. The Consulate-General of the People's Republic of China will be joining us on October 5 for the flag raising ceremony. In addition to the flag raising, we would like to request that the City of Vaughan proclaim the week of October 1 as Chinese National Day Proclamation Week in honour of all the Chinese Canadians who have set their roots in Vaughan, making contributions to the City's development and prosperity.


Following the flag raising ceremony, I would like to request permission to use the Multi-Purpose Room to host an afternoon Chinese tea. The tea will be hosted by FCCYR. On behalf of FCCV and FCCYR, I thank you and I look forward to a favourable response on this request.

Sincerely,



Dr. Ken Ng
Chairman,
FCCYR, FCCV

cc Councillor Sandra Racco



Frank Scarpitti
Co-Chair
Mayor,
Town of Markham



Sandra Yeung Raceo
Co-Chair
Councillor,
City of Vaughan



Dr. Ken Ng
Chairman,
Federation of Chinese Canadians
in York Region

RSVP : drkenng@fccm.ca or Fax (905) 471-1916 or Tel (905) 294-4990 c/o Emily Ng

Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: PROCLAMATION REQUEST
RAIL SAFETY WEEK**

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: DECISION

Purpose

To seek Council approval to proclaim September 23 – 29, 2019 as Rail Safety Week, and that the proclamation be posted on the City's website.

Report Highlights

- Respond to the proclamation request received from the Chief of Police and Chief Security Officer of CN.
- Proclamation requested from September 23 – 29, 2019.

Recommendations

1. That September 23 – 29, 2019 be proclaimed as "Rail Safety Week"; and,
2. That the proclamation be posted on the City's website.

Background

Correspondence was received from the Chief of Police and Chief Security Officer of CN on September 9, 2019.

The proclamation request did not meet the timeline requirements for Council consideration before the date of, however CN was agreeable to having the proclamation made after the fact.

By proclaiming Rail Safety Week, the City of Vaughan can join the safety efforts to educate people about rail safety and hopefully prevent fatalities and injuries on or near rail property.

Previous Reports/Authority

[Item 26, Report No. 21 of the Committee of the Whole - June 5, 2018](#)

Analysis and Options

This proclamation request meets the requirements of the City's Proclamation Policy, as follows:

"That upon request, the City of Vaughan issues Proclamations for events, campaigns, or other similar matters: If the event, campaign or declaration is directly related to matters over which the City has jurisdiction or the City directly sponsors the event, campaign or other matter."

Financial Impact

Not applicable.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

Staff is recommending that September 23 – 29, 2019 be proclaimed as Rail Safety Week, and that the proclamation be posted after the fact.

For more information, please contact: Todd Coles, City Clerk, ext. 8280

Attachment

1. Correspondence from Chief of Police and Chief Security Officer, CN, received on September 9, 2019

Prepared by

Julia Bartolomeo, Supervisor, City Clerk's Administrative Services, ext. 8280



cn.ca

Corporate Services

Stephen Covey
Chief of Police
and Chief Security Officer

935 de La Gauchetière Street
West
15th Floor
Montreal, Quebec H3B 2M9
Canada

Services corporatifs

**Chef de la Police
et de la sécurité**

935 rue de La Gauchetière Ouest
15^e étage
Montréal (Québec) H3B 2M9
Canada

August 16, 2019

Office of the Clerk
City of Vaughan
2141 Major Mackenzie Drive
Vaughan ON L6A 1T1

RECEIVED

SEP 09 2019

CLERK'S DEPT.

Dear Sir / Madam:

Rail Safety Week is coming soon!

This year, Rail Safety Week will be held from September 23 – 29 in Canada. At CN, we are committed to keeping communities safe throughout the year by collaborating on efforts to raise rail safety awareness and to ensure everyone's safety.

We want to remind you of this great opportunity to join safety efforts, along with many other municipalities, by adopting a resolution in support of Rail Safety Week. Rail safety is everyone's responsibility and by looking out for each other and working together, we can help keep our communities safe and prevent fatalities and injuries on or near railway property.

By adopting the attached resolution, your council becomes a powerful ally in rail safety efforts to help save lives. Please send a copy of your resolution by mail to the address below or e-mail to Sandra.orsini@cn.ca and let us know about your plans to promote rail safety in your community this year.

CN – Sandra Orsini
935 de la Gauchetière Street West
11th floor
Montreal, Quebec
H3B 2M9

For additional information about Rail Safety Week 2019, please consult cn.ca/railsafety or operationlifesaver.ca.

Yours sincerely,

Stephen Covey

Encl.



Committee of the Whole (2) Report

DATE: Tuesday, September 24, 2019

WARD(S): ALL

**TITLE: APPROVAL OF TERMS OF REFERENCE AND APPOINTMENT
OF CITIZEN MEMBERS TO TASK FORCES**

FROM:

Wendy Law, Deputy City Manager, Administrative Services and City Solicitor

ACTION: DECISION

Purpose

To seek approval of the Terms of Reference, and for consideration of applications received for the appointment of citizen members to the Effective Governance and Oversight Task Force, the Smart City Task Force, and the Transportation and Infrastructure Task Force.

Report Highlights

- Staff have compiled Terms of Reference for the Effective Governance and Oversight Task Force, the Smart City Task Force, and the Transportation and Infrastructure Task Force as contained in Attachment 1 of this report.
- Recruitment was conducted for seven weeks in August and September 2019 by the Office of the City Clerk, with support from Corporate and Strategic Communications and the Office of Transformation and Strategy.
- Deadline for receipt of applications was Friday, August 16, 2019, which was extended to Friday, September 13, 2019.
- Applications received are contained in Confidential Attachment 2 of this report.

Recommendations

1. That Council approve the Terms of Reference for the Effective Governance and Oversight Task Force, the Smart City Task Force, and the Transportation and Infrastructure Task Force (Attachment 1); and
2. That Council give consideration to applications received for the appointment of citizen members to the Effective Governance and Oversight Task Force, the Smart City Task Force, and the Transportation and Infrastructure Task Force (Confidential Attachment 2).

Background

At its meeting on May 14, 2019, Council adopted Item 9, Report No. 7 of the Finance, Administration and Audit Committee, titled "*Mayor Maurizio Bevilacqua's 2018-2022 Term of Council Priority Task Forces*". In so doing, Council:

1. Approved the establishment of three task forces and appointed the following Members of Council to each task force as follows:
 - a) Transportation and Infrastructure Task Force:
Chair, Ward 3 Councillor Rosanna DeFrancesca, and Vice-Chair, Reg. Councillor Gino Rosati;
 - b) Governance Task Force:
Chair, Ward 2 Councillor Tony Carella, and Vice-Chair, Ward 5 Councillor Alan Shefman;
 - c) Smart City Task Force:
Chair, Mayor Maurizio Bevilacqua, and Vice-Chair, Ward 4 Councillor Sandra Yeung Racco;
2. Directed the City Manager to identify appropriate staff representation for the task forces; and
3. Requested the City Clerk to prepare Terms of Reference and commence recruitment pursuant to the membership and selection criteria identified by the Chair and appropriate staff as part of the development of the terms of reference of the Task Forces.

Task Force Mandates:

Transportation and Infrastructure Task Force

The City of Vaughan Transportation and Infrastructure Task Force has an overall mandate to assist the City in finding new and innovative ways to manage and make its transportation systems more sustainable amid the rapidly changing landscape of Vaughan. This will include developing a coordinated set of transportation priorities and identifying new revenue sources dedicated to making the City's transportation system more reliable, efficient and better prepared to accommodate future growth.

Effective Governance and Oversight Task Force

The City of Vaughan Effective Governance & Oversight Task Force has an overall mandate to make recommendations that ensure the City is at the forefront of accountability, transparency and regulatory governance. This includes exploring how the City of Vaughan can further enhance its governance framework, thereby continuing to empower the Mayor and Members of Council to work closely with citizens, businesses and community stakeholders.

Smart City Task Force

The mandate of the Smart City Task Force is to make recommendations that ensure the City is advancing a culture of knowledge and pursue continuous improvement and continue to provide advice to Council and City administration, including high-level political and community perspectives into the development of a Smart City initiative, and to endorse Smart City technologies.

Previous Reports/Authority

[Item 9, Report No. 7, of the Finance, Administration and Audit Committee - Mayor Maurizio Bevilacqua's 2018-2022 Term of Council Priority Task Forces.](#)

Analysis and Options

As part of developing the Terms of Reference for the task forces, staff from the Office of the City Clerk, the Office of Transformation and Strategy, and staff representation for the task forces, met with the respective Chairs and Vice Chairs to outline the membership and selection criteria for each task force. The proposed Terms of Reference for the Task Forces are included in Attachment 1 of this report.

Recruitment for citizen members to the three task forces was done through the placement of advertisements in the Vaughan Citizen and Thornhill Liberal. In addition, application packages were made available at the Joint Operations Centre,

Community Centres, all branches of Vaughan Public Libraries, the Office of the City Clerk, City Hall, and on the City of Vaughan website. The deadline for receipt of applications was 4:30 p.m. on Friday, August 16, 2019.

The submission deadline was extended to 4:30 p.m. on Friday, September 13, 2019 to allow additional time for receiving applications. Corporate and Strategic Communications utilized social media platforms and launched a more focused advertising strategy to target specific community groups and demographics that would be interested in participating in the task forces.

Applications received for the three task forces are included in Confidential Attachment 2 of this report.

Financial Impact

There are no financial impacts associated with this report.

Broader Regional Impacts/Considerations

There are no Regional impacts/considerations associated with this report.

Conclusion

It is appropriate that Council approve the Terms of Reference and give consideration to the applications received for appointment of citizen members to the Effective Governance and Oversight Task Force, the Smart City Task Force and the Transportation and Infrastructure Task Force.

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

Attachments

1. Terms of Reference: Effective Governance and Oversight Task Force, Smart City Task Force and Transportation and Infrastructure Task Force.
2. Confidential Attachment (Mayor and Members of Council only).

Prepared by

John Britto, Council/Committee Administrator, extension 8637.

Isabel Leung, Deputy City Clerk & Manager, Administrative Services, extension 8190.



Effective Governance & Oversight

TASK FORCE

TERMS OF REFERENCE

OFFICE OF THE CITY CLERK
City of Vaughan, City Hall
2141 Major Mackenzie Dr.
Vaughan, ON L6A 1T1





Effective Governance and Oversight Task Force



TERMS OF REFERENCE

MANDATE/OBJECTIVES

MANDATE:

The City of Vaughan Effective Governance and Oversight Task Force has an overall mandate to make recommendations that ensure the City is at the forefront of accountability, transparency and regulatory governance. This includes exploring how the City of Vaughan can further enhance its governance framework, thereby continuing to empower the Mayor and Members of Council to work closely with citizens, businesses and community stakeholders.

OBJECTIVES:

The task force will:

1. Serve as a forum for the discussion of improving governance among residents, businesses and other stakeholders.
2. Identify ways to further engage stakeholders and citizens to participate in the governing process.
3. Improve City Council's core decision-making processes and procedures.
4. Align the work of the task force members with the Council-approved priorities identified in the 2018-2022 Term of Council Service Excellence Strategic Plan.

The task force shall develop recommendations on the following key objectives:

1. Identify areas of opportunities related to corporate governance and accountability and recommend possible solutions including exploring the concepts of:
 - a. efficient, effective and transparent decision-making.
 - b. council report management, processing and timing.
 - c. dissemination and timing of information between Members of Council and City staff.
 - d. enhancing the partnership and consultation between Members of Council, staff and stakeholders.
 - e. the Corporation's governance structure and its impact on residents.

2. Identify opportunities to leverage partnerships and opportunities with relevant parties, including York Region, other local municipalities, governance organizations, other levels of government and the non-profit sector, to:
 - a. achieve objectives of the Effective Governance and Oversight Task Force.
 - b. contribute to areas of common interest aligned with the results identified in the City's Citizen Satisfaction Survey, Staff Engagement Survey, Internal Audit Governance and Accountability Report, Anonymous Reporting System results, and the 2018-2022 Term of Council Service Excellence Strategic Plan.
3. Identify and make recommendations related to gaps in the Corporation's governance structure.

TERM

The Effective Governance and Oversight Task Force shall submit its findings and recommendations for review no later than April 2021.

MEMBERSHIP

1. The task force membership shall be composed of the following:
 - a. A maximum of two (2) Council members.
 - b. A maximum of nine (9) individuals that have expertise in public administration, along with representation, post-secondary and civic leadership sectors.
 - c. The Mayor will serve as an ex-officio member of the task force.
2. Members are to be appointed by Council. Any changes to the membership will require Council approval.

MEETING PROCEDURES

The proceedings of the task force are to be governed by the City's Procedural By-law.

AGENDAS AND REPORTING

1. Agendas shall be prepared by the Office of the City Clerk in consultation with the task force chair.
2. Agendas shall be posted on the City's website one week prior to the scheduled date of meeting or as soon as practicable.
3. After each meeting of the task force, the City Clerk shall submit a report in the City's committee report format to the Committee of the Whole.
4. Following conclusion of the mandate of the task force, a report of recommendations will be brought to Council for further consideration.

MEETINGS

1. Meeting dates will be determined at the first meeting of the task force. The task force may meet on the schedule determined or at the call of the chair.
2. Meetings will be held every other month or as needed throughout the course of the task force term, except for July and August where no meetings will be scheduled.
3. The chair of the task force may call special meetings.
4. All regular meetings will be held at Vaughan City Hall located at 2141 Major Mackenzie Dr., Vaughan.
5. Meetings are to be open to the public in accordance with the Municipal Act, 2001.

NOTICE OF MEETINGS

Meetings will be noted on the Schedule of Meetings calendar posted on the City's website.

QUORUM

1. A majority of members, including the chair, shall constitute quorum.
2. Ex-officio members will not be counted for the purpose of calculating the total number of persons appointed to the task force, but will be counted as a member present when in attendance.

STAFF RESOURCES

The role of staff is to act as a resource to the task force, but not to be members of the task force, or to deliberate or draft the findings of the task force. The following staff will provide advisory and technical support specific to the mandate and objectives of the task force:

1. The Office of the City Clerk will assign one staff person responsible for agenda and report production and distribution, the providing of procedural advice, the recording of proceedings of the task force and distribution of reports.
2. Corporate and Strategic Communications will assign one staff person to provide communications advisory services, prepare information, communications and assist in the development of the task force report.
3. An additional two (2) staff with subject matter expertise will be assigned to support the work of the task force.
4. The task force can be provided with additional administrative and/or technical support at the discretion of the appropriate administrative portfolio(s) or department(s).

AUTHORITY

The task force may not exercise decision-making powers or commit expenditures save for those specifically delegated by Council. Any request for expenditures determined by the task force for the sole purpose of conducting the business or work of the task force shall be forwarded to Council for consideration and approval.

The task force may not direct staff to undertake activities without authority from Council.

AMENDMENT/EXPANSION OF TERMS OF REFERENCE

Only Council can approve any amendment and/or expansion of the Terms of Reference.



Smart City

TASK FORCE

TERMS OF REFERENCE

OFFICE OF THE CITY CLERK
City of Vaughan, City Hall
2141 Major Mackenzie Dr.
Vaughan, ON L6A 1T1





Smart City Task Force

TERMS OF REFERENCE

MANDATE/OBJECTIVES

MANDATE:

The City of Vaughan Smart City Task Force has an overall mandate to advance a culture of knowledge and pursue continuous improvement and to continue to provide advice to Council and City administration, including high-level political and community perspectives into the development of a Smart City initiative which enhance urban life in terms of people, living, economy, mobility and governance, and to endorse Smart City technologies for Council's ultimate consideration.

OBJECTIVES:

The task force will:

1. Continue to serve as a forum for the discussion of Smart City concepts among residents, businesses and other stakeholders.
2. Further explore research, best practices and findings related to Smart City implementations and data-driven innovation efforts across Canada and the world.
3. Utilize the City of Vaughan's Smart City Challenge submission to further cultivate and implement a distinct vision for what Smart City would mean for Vaughan.
4. Review administrative recommendations regarding various aspects of the City-Wide Digital Strategy that was part of the Council-endorsed 2015-2018 Service Excellence Strategy Map and provide strategic guidance and other perspective as required.
5. Align the work of the task force members with the Council-approved priorities identified in the 2018-2022 Term of Council Service Excellence Strategic Plan.

The task force shall develop recommendations on the following key objectives:

1. Identify areas of opportunities related to Smart City principles and technologies and recommend possible solutions including exploring the concept of:
 - a. innovation development.
 - b. utilization of information and communication technologies to advance effective, efficient, transparent and accountable governance.

- c. utilization of information and communication technologies, infrastructure and services to enhance urban living.
 - d. development and utilization of data to improve public services to enable an integrated, streamlined service experience.
 - e. implementation of solutions to engage citizens and for the well-being of the community.
2. Identify opportunities to leverage partnerships and opportunities with relevant parties, including York Region, other local municipalities, governance organizations, other levels of government and the non-profit sector, to:
 - a. achieve objectives of the Smart City Task Force.
 - b. contribute to areas of common interest aligned with the City's participation in the Federal Government's Canada Smart City Challenge, the City-Wide Digital Strategy and the 2018-2022 Term of Council Service Excellence Strategic Plan.
 3. Identify and make recommendations related to emerging technologies.

TERM

The Smart City Task Force shall submit its findings and recommendations for review no later than April 2021.

MEMBERSHIP

1. The task force membership shall be composed of the following:
 - a. A maximum of two (2) Council members.
 - b. A maximum of five (5) individuals that have expertise or interest in the area(s) of technology, digital/urban society, data analytics and service delivery.
 - c. A maximum of eleven (11) stakeholder representatives, respectively being senior representatives, from some of the following stakeholder communities:
 - Green industries, such as CleanTech
 - Industry and business associations
 - Talent advisory services (HR professionals)
 - Senior government
 - Post-secondary education, academia, research and innovation

- Media and entertainment
 - Creative and cultural industries
 - Healthcare and medical professionals
 - Information, communications and technology companies
 - Non-government associations and government services
 - Tourism and travel
 - International business promotion including foreign consular services and chambers of commerce
 - Financial services industries
 - Construction and development industry
2. Members are to be appointed by Council. Any changes to the membership will require Council approval.

MEETING PROCEDURES

The proceedings of the task force are to be governed by the City's Procedural By-law.

AGENDAS AND REPORTING

1. Agendas shall be prepared by the Office of the City Clerk in consultation with the task force chair.
2. Agendas shall be posted on the City's website one week prior to the scheduled date of meeting or as soon as practicable.
3. After each meeting of the task force, the City Clerk shall submit a report in the City's committee report format to the Committee of the Whole.
4. Following conclusion of the mandate of the task force, a report of recommendations will be brought to Council for further consideration.

MEETINGS

1. Meeting dates will be determined at the first meeting of the task force. The task force may meet on the schedule determined or at the call of the chair.
2. Meetings will be held quarterly or as needed throughout the course of the task force term, except for July and August where no meetings will be scheduled.
3. The chair of the task force may call special meetings.
4. All regular meetings will be held at Vaughan City Hall located at 2141 Major Mackenzie Dr., Vaughan.
5. Meetings are to be open to the public in accordance with the Municipal Act, 2001.

NOTICE OF MEETINGS

Meetings will be noted on the Schedule of Meetings calendar posted on the City's website.

QUORUM

1. A majority of members, including the chair, shall constitute quorum.
2. Ex-officio members will not be counted for the purpose of calculating the total number of persons appointed to the task force, but will be counted as a member present when in attendance.

STAFF RESOURCES

The role of staff is to act as a resource to the task force, but not to be members of the task force or to deliberate or draft the findings of the task force. The following staff will provide advisory and technical support specific to the mandate and objectives of the task force:

1. The Office of the City Clerk will assign one staff person responsible for agenda and report production and distribution, the providing of procedural advice, the recording of proceedings of the task force and distribution of reports.
2. Corporate and Strategic Communications will assign one staff person to provide communications advisory services, prepare information, communications and assist in the development of the task force report.
3. An additional two (2) staff with subject matter expertise will be assigned to support the work of the task force.
4. The task force can be provided with additional administrative and/or technical support at the discretion of the appropriate administrative portfolio(s) or department(s).

AUTHORITY

The task force may not exercise decision-making powers or commit expenditures save for those specifically delegated by Council. Any request for expenditures determined by the task force for the sole purpose of conducting the business or work of the task force shall be forwarded to Council for consideration and approval.

The task force may not direct staff to undertake activities without authority from Council.

AMENDMENT/EXPANSION OF TERMS OF REFERENCE

Only Council can approve any amendment and/or expansion of the Terms of Reference.



Transportation and Infrastructure

TASK FORCE

TERMS OF REFERENCE

OFFICE OF THE CITY CLERK
City of Vaughan, City Hall
2141 Major Mackenzie Dr.
Vaughan, ON L6A 1T1





TERMS OF REFERENCE

MANDATE/OBJECTIVES

MANDATE:

The City of Vaughan Transportation and Infrastructure Task Force has an overall mandate to assist the City in finding new and innovative ways to manage and make its transportation systems more sustainable amid the rapidly changing landscape of Vaughan. This will include developing a co-ordinated set of transportation priorities and identifying new revenue sources dedicated to making the City's transportation system more reliable, efficient and better prepared to accommodate future growth.

OBJECTIVES:

The task force will:

1. Serve as a forum for improving transportation and infrastructure solutions among residents, businesses and other stakeholders.
2. Work with key organizations, like the Association for Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM), Regional Municipality of York, Ministry of Transportation (MTO) and Metrolinx to ensure Council-approved initiatives are advocated for to the Provincial and Federal governments.
3. Further explore research, best practices and findings related to congestion management innovation efforts across Canada and the world. Advise in identifying strategies, policies and activities for a comprehensive approach to congestion management.
4. Provide strategic input for the update and implementation of the City's Transportation Master Plan.
5. Recommend measures to increase the use of active transportation in the city, resulting in recognizable and measurable improvements in cultivating a healthier and safer community.
6. Review matters referred to the task force by Council relating to the safe and efficient movement of people and goods and the development of the City's infrastructure to provide strategic input where necessary.
7. Identify opportunities to leverage partnerships

and opportunities with relevant parties, including York Region, other local municipalities, governance organizations, other levels of government and the non-profit sector, to:

- a. achieve objectives of the Transportation and Infrastructure Task Force.
 - b. contribute to areas of common interest aligned with the City's Citizen Satisfaction Survey results, Transportation Master Plan and the 2018-2022 Term of Council Service Excellence Strategic Plan.
8. Align the work of the task force members with Council-approved priorities identified in the 2018-2022 Term of Council Service Excellence Strategic Plan.

TERM

The Transportation and Infrastructure Task Force shall submit its findings and recommendations for review no later than April 2021.

MEMBERSHIP

1. The task force membership shall be composed of the following:
 - a. A maximum of two (2) Council members.
 - b. The Mayor will serve as an ex-officio member of the task force.
 - c. A maximum of nine (9) individuals:

Technical committee members (4):

- Metrolinx staff (1)
- York Region Transit (YRT) or York Region Rapid Transit Corporation (YRRTC) staff (1)
- York Region staff (1)
- Ministry of Transportation (MTO) staff (1)

Citizen representative members (5), which fall into at least one of the following groups:

- GO Transit user
- YRT user
- Transportation planner/engineer
- Post-secondary student
- Cycling representative
- Environmental interest
- Accessibility interest

- Member of a senior's group
 - Community members at large
- d. City of Vaughan staff will attend meetings, as required, to provide necessary subject matter expertise.
 - e. Task force will draw on additional subject matter expertise from external agencies (MTO, York Region, etc.) as required.
2. Members are to be appointed by Council. Any changes to the membership will require Council approval.

MEETING PROCEDURES

The proceedings of the task force are to be governed by the City's Procedural By-law.

AGENDAS AND REPORTING

1. Agendas shall be prepared by the Office of the City Clerk in consultation with the task force chair.
2. Agendas shall be posted on the City's website one week prior to the scheduled date of meeting or as soon as practicable.
3. After each meeting of the task force, the City Clerk shall submit a report in the City's committee report format to the Committee of the Whole.
4. Following conclusion of the mandate of the task force, a report of recommendations will be brought to Council for further consideration.

MEETINGS

1. Meeting dates will be determined at the first meeting of the task force. The task force may meet on the schedule determined or at the call of the chair.
2. Meetings will be held every other month or as needed throughout the course of the task force term, except for July and August where no meetings will be scheduled.
3. The chair of the task force may call special meetings.
4. All regular meetings will be held at Vaughan City Hall located at 2141 Major Mackenzie Dr., Vaughan.
5. Meetings are to be open to the public in accordance with the Municipal Act, 2001.

NOTICE OF MEETINGS

Meetings will be noted on the Schedule of Meetings calendar posted on the City's website.

QUORUM

1. A majority of members, including the chair, shall constitute quorum.
2. Ex-officio members will not be counted for the purpose of calculating the total number of persons appointed to the task force, but will be counted as a member present when in attendance.

STAFF RESOURCES

The role of staff is to act as a resource to the task force, but not to be members of the task force or to deliberate or draft the findings of the task force. The following staff will provide advisory and technical support specific to the mandate and objectives of the task force:

1. The Office of the City Clerk will assign one staff person responsible for agenda and report production and distribution, the providing of procedural advice, the recording of proceedings of the task force and distribution of reports.
2. Corporate and Strategic Communications will assign one staff person to provide communications advisory services, prepare information, communications and assist in the development of the task force report.
3. An additional two (2) staff with subject matter expertise will be assigned to support the work of the task force.
4. The task force can be provided with additional administrative and/or technical support at the discretion of the appropriate administrative portfolio(s) or department(s).

AUTHORITY

The task force may not exercise decision-making powers or commit expenditures save for those specifically delegated by Council. Any request for expenditures determined by the task force for the sole purpose of conducting the business or work of the task force shall be forwarded to Council for consideration and approval.

The task force may not direct staff to undertake activities without authority from Council.

AMENDMENT/EXPANSION OF TERMS OF REFERENCE

Only Council can approve any amendment and/or expansion of the Terms of Reference.

MEMBER'S RESOLUTION

Meeting/Date	COMMITTEE OF THE WHOLE (2) - SEPTEMBER 24, 2019
Title:	MAYOR MAURIZIO BEVILACQUA'S 2018-2022 TERM OF COUNCIL PRIORITY TASK FORCES
Submitted by:	Mayor Maurizio Bevilacqua

Whereas, the following priorities were identified during the 2018 inaugural address: diversity and citizen engagement; economic prosperity, investment and social capital; environmental leadership; governance; hospital precinct; older adult; Smart City; affordable housing and growth; and transportation and infrastructure.

Whereas, there is a commitment to establish task forces during this Term of Council to address these specific policy issues, which are in line with the 2018-2022 Term of Council Service Excellence Strategic Plan.

Whereas, the Mayor's task forces will provide Council with evidence-informed and action-oriented recommendations that will further Council's ongoing commitment to safeguard and elevate the quality of life for all citizens.

Whereas, the mandate of each task force will be established by a terms of reference and each task force will include a Member of Council as Chair and as Vice-Chair.

Whereas, the task forces will conduct their work over a maximum of an 18-month duration and provide a full report of findings and recommendations to a future Committee at the completion of the task force's mandate.

Whereas, task force representation will come from a cross-section of citizens, businesses, sector/industry experts and stakeholders.

Whereas, each task force will be provided with two senior staff in addition to one member of the Office of the City Clerk and one member of Corporate and Strategic Communications to support the work of the task force.

Whereas each Chair will work with staff to complete detailed project plans and deliverables once the task forces are established.

Whereas, two of the task forces will begin their mandates in January 2020. These task forces include Economic Prosperity; and Diversity and Citizen Engagement.

It is therefore recommended:

1. That the following Members of Council be appointed to the following task forces:

(a) Economic Prosperity Task Force: Chair; Sandra Yeung Racco, Ward 4 Councillor; Vice Chair; Mario Ferri, Deputy Mayor, Local and Regional Councillor.

(b) Diversity and Citizen Engagement Task Force: Chair; Alan Shefman, Ward 5 Councillor, Vice Chair; Marilyn Iafrate, Ward 1 Councillor.

2. That the City Manager identify the appropriate staff representation for each task force and that staff meet with the Chair and Vice-Chair at their earliest convenience to commence work.

3. That the City Clerk be requested to work with each task force to prepare terms of reference and commence recruitment pursuant to the membership and selection criteria identified by the Chair and appropriate staff as part of the development of the terms of reference of the task force.

Respectfully submitted,

Mayor Maurizio Bevilacqua

MEMBER'S RESOLUTION

Date:	Tuesday September 24, 2019
Title:	Snow Removal for Qualifying Low-Income Seniors Pilot Project
Submitted by:	Deputy Mayor, Local and Regional Councillor Mario Ferri

Whereas, older adults in the City of Vaughan require snow removal support to continue to live safely in their homes; and

Whereas, the proposed pilot project will provide and support referrals for snow removal service arrangement/coordination for older adults in the City of Vaughan; and

Whereas, CHATS being a not-for-profit charitable organization that provides programs and services to enhance the health, wellness, and independence of more than 8,300 older adults and caregivers each year; and

Whereas, CHATS will complete an intake assessment and arrange for snow removal services working through CHATS contracted Service Providers; and

Whereas, this pilot project will provide referral and intake support, on-going client support, monitoring/check-ins with Service Providers and post evaluation report to track pilot project success; and

Whereas, in the 2018-2019 fiscal year, CHATS provided 635 snow removal services to 133 clients in 22 areas in York Region and South Simcoe (135 clients in Bradford West Gwillimbury, 88 clients in Eat Gwillimbury, 255 clients in Georgina, 10 clients in Innisfil, 115 clients in Newmarket, 26 clients in New Tecumseth, and 6 clients in Stouffville); and

Whereas, the goal for November 15, 2019, to April 15, 2020, is that 50+ residents/clients will receive service arrangement/coordination support for snow removal, and

Whereas, after numerous meetings with CHATS team and City staff a process was created to outline the Role of CHATS and the role of the City of Vaughan:

- 1) Resident referred by the City of Vaughan providing CHATS telephone number;
- 2) Potential clients from the City of Vaughan would call directly into CHATS dedicated SNOW extension;
- 3) CHATS would conduct mini intake to obtain internal database information;

- 4) CHATS will contact appropriate Service Provider to provide quote to resident;
- 5) Both CHATS and resident would receive quote information;
- 6) Resident billed directly through Service Provider not CHATS or City of Vaughan;
- 7) CHATS provide monthly services check-in with Resident;
- 8) CHATS provide feedback to Service Provider and tracks in database;
- 9) CHATS codes City of Vaughan Resident under Pilot project in database to pull feedback outcomes; and
- 10) Post resident evaluation survey; and

Whereas, the criteria for resident to qualify for referral is:

- 1) Age: 65 & up or with age-related conditions; and
- 2) Location: Within Vaughan city limits; and

Whereas, Pilot project will cost \$5000.00 for 50+ clients/residence, maximum 100 clients/residence.

It is therefore recommended:

1. that the Snow Removal for Low-Income Seniors Pilot Project be approved and tested for the 2019 – 2020 season; and
2. that Regional Councillor Ferri work with CHATS to raise the required funds to successfully execute this pilot project; and
3. that upon completion of the pilot, CHATS in co-operation with staff review the project and provide a report to Council Committee with consideration to the viability and sustainability of this project years to come.

Respectfully submitted,

Mario F. Ferri
Deputy Mayor, Local and Regional Councillor