

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

This is an Electronic Meeting. The Council Chamber will not be open to the public. Public comments can be submitted by email to clerks@vaughan.ca. If you wish to speak to an item listed on the Agenda, please pre-register by contacting Access Vaughan at 905-832-2281 or clerks@vaughan.ca by noon on the last business day before the meeting.

Monday, March 8, 2021

1:00 p.m.

Council Chamber

2nd Floor, Vaughan City Hall

2141 Major Mackenzie Drive

Vaughan, Ontario

Pages

- 1. CONFIRMATION OF AGENDA**
- 2. DISCLOSURE OF INTEREST**
- 3. COMMUNICATIONS**
- 4. CEREMONIAL PRESENTATIONS**
- 5. PRESENTATIONS**
- 6. DETERMINATION OF ITEMS REQUIRING SEPARATE DISCUSSION
INCLUDING MEMBERS RESOLUTION(S)**

Corporate Services and Finance

- 1. VAUGHAN FAIR WAGE SCHEDULES**
Report of the Deputy City Manager, Corporate Services, City Treasurer
and Chief Financial Officer with respect to the above.

2.	STATEMENT OF REMUNERATION AND EXPENSES FOR MEMBERS OF COUNCIL AND COUNCIL APPOINTMENTS TO BOARDS AND OTHER BODIES FOR THE YEAR 2020 Report of the Deputy City Manager, Corporate Services, City Treasurer and Chief Financial Officer with respect to the above.	13
	<u>Planning and Growth Management</u>	
3.	OFFICIAL PLAN AMENDMENT FILE OP.17.013 ZONING BY-LAW AMENDMENT FILE Z.17.040 DUFCEEN CONSTRUCTION INC. VICINITY OF DUFFERIN STREET AND CENTRE STREET Report of the City Manager with respect to the above.	19
4.	SUSTAINABILITY PERFORMANCE METRICS PROGRAM UPDATE (FILE 22.24.3) Report of the City Manager with respect to the above.	57
	<u>City Manager's Office</u>	
5.	TOURISM VAUGHAN 2021 BUSINESS PLAN AND BUDGET Report of the City Manager and Deputy City Manager, Corporate Services, City Treasurer and Chief Financial Officer with respect to the above.	223
6.	2018-2022 TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN - YEAR 2 PROGRESS REPORT Report of the City Manager with respect to the above.	327
	<u>Administrative Services and Legal</u>	
7.	PROCLAMATION REQUESTS: VAUGHAN DOWN SYNDROME DAY; 150TH ANNIVERSARY OF THE TORONTO & YORK REGION LABOUR COUNCIL; ISRAEL'S INDEPENDENCE DAY; AND PERSONAL SUPPORT WORKER (PSW) DAY Report of the Deputy City Manager, Administrative Services and City Solicitor with respect to the above.	377
8.	HERITAGE VAUGHAN COMMITTEE VACANCY Report of the Deputy City Manager, Administrative Services and City Solicitor with respect to the above.	391
9.	ACCESSIBILITY ADVISORY COMMITTEE - RESIGNATION OF A MEMBER Report of the Deputy City Manager, Administrative Services and City Solicitor with respect to the above.	395

Integrity Commissioner and Lobbyist Registrar

- | | | |
|-----|---|-----|
| 10. | FORMAL CODE OF CONDUCT COMPLAINT INVESTIGATION
REPORT #062520
Report of the Integrity Commissioner and Lobbyist Registrar with respect
to the above. | 399 |
|-----|---|-----|

Council

- | | | |
|-----|--|-----|
| 11. | QUINCENTENNIAL COMMEMORATION OF THE PHILIPPINES AND
FILIPINO HERITAGE MONTH IN VAUGHAN
Resolution of Mayor Bevilacqua with respect to the above. | 403 |
|-----|--|-----|

Referred/Transmittal Reports

- | | | |
|-----|--|-----|
| 12. | DEMOLITION AND NEW CONSTRUCTION – SINGLE DETACHED
DWELLING WITH ATTACHED GARAGE LOCATED AT 10432
ISLINGTON AVENUE, KLEINBURG-NASHVILLE HERITAGE
CONSERVATION DISTRICT (TRANSMITTAL REPORT)
Report of the Heritage Vaughan Committee with respect to the above. | 405 |
|-----|--|-----|

7. ADOPTION OF ITEMS NOT REQUIRING SEPARATE DISCUSSION

8. CONSIDERATION OF ITEMS REQUIRING SEPARATE DISCUSSION

9. CONSIDERATION OF STATUTORY/AD HOC COMMITTEE REPORTS

- | | | |
|----|--|-----|
| 1. | Economic Prosperity Task Force meeting of January 18, 2021 (Report
No. 1) | 409 |
| 2. | Effective Governance and Oversight Task Force meeting of February 16,
2021 (Report No. 2) | 411 |
| 3. | Heritage Vaughan Committee meeting of February 17, 2021 (Report No.
2) | 413 |
| 4. | Diversity and Inclusion Task Force meeting of February 18, 2021 (Report
No. 2) | 417 |
| 5. | Older Adult Task Force meeting of February 22, 2021 (Report No. 2) | 419 |
| 6. | Accessibility Advisory Committee meeting of February 23, 2021 (Report
No. 1) | 421 |

10. STAFF COMMUNICATIONS

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

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Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD(S): ALL

TITLE: VAUGHAN FAIR WAGE SCHEDULES

FROM:

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

ACTION: DECISION

Purpose

As the final piece of the Vaughan's Fair Wage policy, the Fair Wage Schedule is presented to Council for their consideration and approval.

Report Highlights

- Vaughan's Fair Wage Policy was adopted December 15, 2020
- Prism Economics & Analysis was engaged to develop the Fair Wage Schedule for the Industrial Commercial and Institutional (ICI), Roads, Sewer and Watermain and Heavy Construction Sectors.
- Fair Wage Schedule was developed in accordance with Section 10 of the Fair Wage Policy

Recommendation

1. That the Fair Wage Schedule as contained in Attachment 1 of this report be approved.

Background

At the December 2020 Council meeting, staff report 'Vaughan's Fair Wage Policy', was adopted. Council directed staff to develop the Fair Wage Schedule (Schedule) that supports Vaughan's Fair Wage policy (Policy). The Schedule provides the minimum wage employers are to pay workers employed on City construction contracts.

Prism Economics and Analysis (Prism), the consultants that prepared the report '[Feasibility Assessment for a Fair Wage Policy](#)' (Prism Report) and assisted with the development of the [Fair Wage Policy](#), were engaged to develop the Schedule for the Industrial Commercial and Institutional (ICI), Roads, Sewer and Watermain and Heavy Construction Sectors. A communication was provided to the Policy Committee to advise of the creation of these Schedule.

The Policy provides the methodology to use when developing the Fair Wage Schedule. During the development of the Policy, stakeholders had an opportunity to comment on this methodology. Any feedback provided was considered during Policy development.

Previous Reports/Authority

Council Extract December 17, 2019: Feasibility Assessment for a Fair Wage Policy for the City of Vaughan:

<https://pub-vaughan.escrimemeetings.com/filestream.ashx?DocumentId=43808>

Council Extract December 15, 2020: Vaughan's Fair Wage Policy:

<https://pub-vaughan.escrimemeetings.com/filestream.ashx?DocumentId=56316>

Analysis and Options

With the adoption of the Fair Wage Policy, the methodology by which the Fair Wage Schedule was established. Section 10, item 10.5.1 of the Policy states:

Based on the wages from the collective agreement that is most representative of prevailing wages in Board Area Eight as defined by the Ontario Labour Relations Board plus a maximum of 15%. The wages to be used in this calculation will be the wages that applied three years prior to date of the Fair Wage Schedule. For example, the total hourly compensation rates for the Fair Wage Schedule for 2021 will be based on the wages that applied in 2018 plus a maximum of 15%.

To develop the Schedule, Prism compiled a collection of collective agreements for the Industrial Commercial and Institutional (ICI) Sector (*i.e.*, non-residential building construction), the Roads Sector, the Sewer and Watermain Sector and Heavy Construction (*i.e.*, engineering construction such as transit projects, bridges, etc.). For agreements that apply to skilled trades (*e.g.*, electricians), Prism identified the wage rate applicable to journeypersons as of January 1, 2018. For agreements that applied to non-trade occupations (*e.g.*, heavy equipment operators and labourers), Prism identified the wage rate applicable to the principal occupations as of January 1, 2018. Where there was an ambiguity, Prism contacted the employer association or union for written clarification. Per the Policy, these wage rates were then increased by a factor of

15% to take account of non-statutory benefits. Attachment 1 provides the Fair Wage Schedule.

Prism has provided the City with all back up supporting the development of the Schedule.

Financial Impact

The adoption of the Fair Wage Policy and Fair Wage Schedule should have no financial impact on City construction contracts. An impact on costs would occur only if there are a material number of contractors that currently are performing City work and also paying their workers less than the prevailing wage. There is no evidence that contractors are paying their workers less than the prevailing wage. When employers were consulted during the development of the report *Feasibility Assessment for a Fair Wage Policy*, employers stated that market conditions prevent them from paying less than the prevailing wage.

Staff will continue to monitor the City's construction costs as part of their project management practices. If required, capital project amendments will be included during the capital planning process and included in future capital budgets.

Broader Regional Impacts/Considerations

The City will be having discussion with the Region of York and its municipalities, as well as all neighbouring municipalities, to advise them of the City's intent when it comes to a Fair Wage Policy. For example, cross-Municipal/Regional projects, such as City of Vaughan and Region of York, will need to be discussed to determine the extent of their inclusion, or exclusion, from the City's Fair Wage Policy.

Staff will continue to monitor what is happening at the Federal and Provincial levels as it relates to their Fair Wage Policy initiatives.

Conclusion

The Fair Wage Schedule developed by Prism employed the methodology approved in the Fair Wage Policy. The appropriate agreements provided the fair wage for the Industrial Commercial and Institutional (ICI), Roads, Sewer and Watermain and Heavy Construction Sectors. The Schedule provides the minimum wage employers are to pay workers employed on City construction contracts.

With the adoption of [Infrastructure Health and Safety Association's Certificate of Recognition](#) (COR™) and the Fair Wage Policy and Fair Wage Schedule, the City demonstrates its commitment to protecting workers engaged on City construction

contracts, as well as the community of Vaughan as a whole.

For more information, please contact: Asad Chughtai, Director Procurement Services, Ext. 8306

Attachment

1. Fair Wage Schedule, Procurement Services, March 8, 2021

Prepared by

Jackie Lee Macchiusi, CPA, CGA, Procurement Manager, Client Relations & Category Management, Ext.8267

Approved by



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

Reviewed by



Jim Harnum, City Manager

Fair Wage Schedule



ICI (Non-Residential Building Construction)

Classification	Total Hourly Compensation
Boilermakers	48.13
Bricklayers	46.75
Carpenters - General Carpenter	45.89
Carpenters - Concrete Forming	47.20
Carpenters - Acoustic/Drywall Installer	46.84
Carpenters - Caulker	32.46
Carpenters -Resilient Floor Worker	44.11
Cement Masons	44.69
Cement Masons - Waterproofers	44.60
Cement Masons - Parking Garage Maintenance and Other Restoration Work	33.52
Demolition Labourers	36.17
Electricians	49.73
Elevator Constructors	60.82
Glaziers	44.09
Insulators	46.75
Ironworkers	47.36
Labourers - Group A (see Labourers worksheet for details)	39.87
Labourers - Group B (see Labourers worksheet for details)	40.93
Labourers - Group C (see Labourers worksheet for details)	41.91
Labourers - Group D (see Labourers worksheet for details)	40.23
Labourers - Group E (see Labourers worksheet for details)	37.57
Labourers - Group F (see Labourers worksheet for details)	32.89
Millwrights	46.64
Operating Engineer: Crane >164 tonnes (see Operating Engineers worksheet for details)	52.30
Operating Engineer: Crane 100-164 tonnes (see Operating Engineers worksheet for details)	48.33
details)	47.47
details)	46.92
details)	46.38
details)	46.18
details)	43.50
details)	42.35
details)	40.99
Operating Engineer: First Year Oilers (see Operating Engineers worksheet for details)	40.58
Operating Engineer: Concrete Pump (see Operating Engineers worksheet for details)	49.77
Operator: High-Rise Placing Boom (see Operating Engineers worksheet for details)	48.10
Painters - Painters	39.19
Painters - Acoustic / Drywall Workers	46.76
Plasterers	43.50
Plumbers	52.21
Precast Labourers	39.42
Refrigeration and Airconditioning Mechanic	55.53
Rod Worker	46.77

Classification	Total Hourly Compensation
Roofer	46.98
Sheet Metal Worker / Sheerter-Decker	44.59
Sprinkler Fitters	51.74
Steeple Jacks	39.45
Teamsters - Class 1 (see Teamsters worksheet for details)	42.34
Teamsters - Class 2 (see Teamsters worksheet for details)	42.41
Teamsters - Class 3 (see Teamsters worksheet for details)	42.23
Teamsters - Class 4 (see Teamsters worksheet for details)	42.17
Tile Setters: MM - Marble Mechanic	43.95
Tile Setters: TTM - Tile and Terrazzo Mechanic	43.76
Tile Setters: BMO - Base Machine Operator	42.53

Roads

Classification	Total Hourly Compensation
Labourers - Group 1 (see Labourers worksheet for details)	42.96
Labourers - Group22 (see Labourers worksheet for details)	41.24
Labourers - Group 3 (see Labourers worksheet for details)	32.04
Labourers - Group 4 (see Labourers worksheet for details)	23.23
Operating Engineer: Group 1 (see Operating Engineers worksheet for details)	46.28
Operating Engineer: Group 2 (see Operating Engineers worksheet for details)	45.98
Operating Engineer: Group 3 (see Operating Engineers worksheet for details)	44.75
Operating Engineer: Group 4 (see Operating Engineers worksheet for details)	45.59
Operating Engineer: Group 5 (see Operating Engineers worksheet for details)	45.47
Operating Engineer: Group 6 (see Operating Engineers worksheet for details)	45.29
Operating Engineer: Group 7a (see Operating Engineers worksheet for details)	44.87
Operating Engineer: Group 7b (see Operating Engineers worksheet for details)	44.78
Operating Engineer: Group 8 (see Operating Engineers worksheet for details)	42.83
Teamsters - Truck Driver	42.67
Teamsters - Fuel Truck Driver	42.65
Teamsters - Loading Bearing Boom Drivers, Dumpcrete Drivers, Pup Dump Trailer Drivers, Flo-Boy Drivers, Tractor Tractor, Dump Truck, Ta-a-long Over 15 Ton	42.65
Teamsters - Truck Train Driver, Custom Mobile Mixer Units (Muck or Trailer Mounted	42.77
Teamsters - Truck Train Driver, Custom Mobile Mixer Units (Muck or Trailer Mounted	43.23

Sewers and Watermain

Classification	Total Hourly Compensation
Labourers - Group 1 (see Labourers worksheet for details)	42.09
Labourers - Group22 (see Labourers worksheet for details)	42.50
Labourers - Group 3 (see Labourers worksheet for details)	42.69
Labourers - Group 4 (see Labourers worksheet for details)	42.96
Labourers - Group 5 (see Labourers worksheet for details)	44.11
Labourers - Group 6 (see Labourers worksheet for details)	28.61

Classification	Total Hourly Compensation
Labourers - Group 7 (see Labourers worksheet for details)	35.60
Operating Engineers - Group 1: Engineers operating cranes, clams, shovels, backhoes, derricks, pile drivers, gradalls, mobile cranes, caisson boring machines 25 HP and over, side booms and similar equipment:	46.95
Operating Engineers - Group 2: Grader "A", and fine grade bulldozer operator	46.67
Operating Engineers - Group 3: Heavy-duty field mechanics, equipment repair welders, operators of pitman type crane (Hydra-Lift truck mounted hydraulic)	46.38
Operating Engineers - Group 4: Operators of bulldozers, tractors, scrapers, rock trucks, graders "B", overhead loaders and similar equipment, farm and industrial tractors with excavating attachments, trenching machines, caisson boring machines under 25 HP	46.26
Operating Engineers - Group 5: Servicemen on shovels, compressors, pumps, boom truck drivers, operators of five (5) or more heaters, packer with blade	45.40
Operating Engineers - Group 6: Self Propelled Rollers	42.96
Operating Engineers - Group 7: Third Year Oilers, greasers, mechanics' helpers:	44.00
Operating Engineers - Group 8: Second Year Oilers, greasers, mechanics' helpers	42.85
Operating Engineers - Group 9: First Year Oilers, greasers, mechanics' helpers	41.70
Teamsters - Drivers of Dump Truck, Pick-up Service Trucks, Bulk Lift Truck and Farm Tractors without attachments, off Highway Trucks	43.01
Teamsters - Fuel Truck Drivers, Load Bearing Boom Truck Drivers and drivers of Dump Trucks with tag along attachments over 15 tonnes	43.13
Teamsters - Float Drivers, custom Mobile Mixer Units, Truck or Trailer Mounted	43.42

Heavy Construction

Classification	Total Hourly Compensation
Labourers - Group 1 (see Labourers worksheet for details)	44.91
Labourers - Group 2 (see Labourers worksheet for details)	45.18
Labourers - Group 3 (see Labourers worksheet for details)	45.25
Labourers - Group 4 (see Labourers worksheet for details)	45.37
Labourers - Group 5 (see Labourers worksheet for details)	47.21
Labourers - Group 6 (see Labourers worksheet for details)	69.61
Labourers - Group 7 (see Labourers worksheet for details)	30.07
Labourers - Group 8 (see Labourers worksheet for details)	21.01
Operating Engineer: Crane >164 tonnes (see Operating Engineers worksheet for details)	52.30
Operating Engineer: Crane 100-164 tonnes (see Operating Engineers worksheet for details)	48.33
details)	47.47
details)	46.92
details)	46.38
details)	46.18
details)	43.50
details)	42.35
details)	40.99
Operating Engineer: First Year Oilers (see Operating Engineers worksheet for details)	40.58
Operating Engineer: Concrete Pump (see Operating Engineers worksheet for details)	49.77
Operator: High-Rise Placing Boom (see Operating Engineers worksheet for details)	48.10

Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD(S): ALL

**TITLE: STATEMENT OF REMUNERATION AND EXPENSES FOR
MEMBERS OF COUNCIL AND COUNCIL APPOINTMENTS TO
BOARDS AND OTHER BODIES FOR THE YEAR 2020**

FROM:

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

ACTION: FOR INFORMATION

Purpose

To report the Statement of Remuneration and Expenses for Members of Council and Council appointments to Boards and other Bodies for the year 2020.

Report Highlights

- The Municipal Act, 2001 requires that, in each year on or before March 31, the Treasurer provide Council with the Statement of Remuneration and Expenses paid in the previous year to members of Council and Council appointed members of Boards and other Bodies.
- A mandatory item of the statement is to identify the by-law under which the remuneration and or expenses were authorized.
- The attached schedule shows remuneration and expenses paid for the year ended December 31, 2020

Recommendation

1. That the report titled Statement of Remuneration and Expenses for Members of Council and Council Appointments to Boards and Other Bodies for the Year 2020, be received.

Background

Section 284(1) of the Municipal Act, 2001 requires that:

“The Treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement on remuneration and expenses paid in the previous year to:

- (a) each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by council or on which the member holds office by virtue of being a member of Council;
- (b) each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and
- (c) each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.”

Previous Reports/Authority

[2019 Report](#)

Analysis and Options

This report supports the Council Priorities, in particular to continue to advance a culture of excellence in governance.

The Municipal Act, Section 284(1) requires that the Treasurer of every municipality submit a Statement of Remuneration and Expenses, for the preceding year, paid to the Members of Council and Council appointments to Boards and other Bodies. A mandatory item of the statement is to identify the by-law under which the remuneration and or expenses were authorized.

The Municipal Act, Section 283(1) provides authority for the Remuneration and Expenses to Council, Boards and other Bodies. The Remuneration and Expenses of Council are authorized by By-Law Number 251-2005 as amended, the Council Member Expense Policy, and the annual budget process. By-Law Number 88-2009 authorizes the remuneration of members for the Committee of Adjustment, By-Law Number 40-2007 for Heritage Vaughan, By-Law Number 41-2007 for Property Standards Committee, Confirming By-Law Number 053-2014 for Vaughan Holdings Inc. and Hydro

Vaughan Energy Corp. Ontario Libraries Act Section 18 authorizes reimbursement of proper travelling and other expenses of members. The Statement of Remuneration and Expenses paid during the year 2020 is attached.

Financial Impact

Not applicable.

Broader Regional Impacts/Considerations

Regional remuneration and expenses for the Mayor and Regional Councillors are reported separately by the Region of York and therefore not included in the Statement of Remuneration provided by the City.

Conclusion

The Statement of Remuneration and Expenses for Members of Council and Council appointments to Boards and other Bodies for the year 2020 is presented, as per requirements of the Municipal Act, 2001, Section 284(1).

For more information, please contact:

Kenneth Quan, Manager, Corporate Financial Planning & Analysis, Ext. 8029

Attachment

1. Statement of Remuneration and Expenses for Members of Council and Council appointments to Boards and other Bodies for the year 2020.

Prepared by

Maggie Chen, CPA, CGA, Senior Corporate Financial Analyst

Approved by



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

Reviewed by



Jim Harnum, City Manager

City of Vaughan

STATEMENT OF REMUNERATION AND EXPENSES FOR MEMBERS OF COUNCIL AND
COUNCIL APPOINTMENTS TO BOARDS AND OTHER BODIES FOR THE YEAR 2020

<u>COUNCIL</u>	Remuneration	Benefits	Total Compensation	Expenses ⁽²⁾	Sub-Total	Other Charges	Total ⁽³⁾
By-Law # 251-2005 as amended ⁽¹⁾							
Mayor Bevilacqua	133,159.92	34,923.76	168,083.68	52,375.93	220,459.61	0.00	220,459.61
Regional Councillor Ferri	91,377.12	9,675.69	101,052.81	48,984.09	150,036.90	0.00	150,036.90
Regional Councillor Rosati	83,069.04	9,495.81	92,564.85	62,724.46	155,289.31	0.00	155,289.31
Regional Councillor Jackson	83,069.04	25,099.45	108,168.49	68,249.74	176,418.23	0.00	176,418.23
Councillor Iafrate	83,069.04	24,270.90	107,339.94	46,497.58	153,837.52	0.00	153,837.52
Councillor Carella	83,069.04	7,444.63	90,513.67	57,026.61	147,540.28	0.00	147,540.28
Councillor DeFrancesca	83,069.04	25,099.35	108,168.39	57,188.28	165,356.67	0.00	165,356.67
Councillor Yeung Racco	83,069.04	25,098.45	108,167.49	30,869.18	139,036.67	0.00	139,036.67
Councillor Shefman	83,069.04	19,304.73	102,373.77	30,372.01	132,745.78	0.00	132,745.78

(1) As amended through By-Law # 316-2007, Confirming By-Law # 023-2013 (Finance & Administration Committee Item 4, Report No. 14 adopted by Council on December 11, 2012) & Confirming By-Law # 177-2013 (Committee of the Whole (Closed) Item 5, Report No. 53 adopted by Council on December 10, 2013)

(2) Corporate shared costs not included in these amounts. Expenses are net of any sponsorships received.

(3) All Council expenses are within their individual approved budget

<u>COMMITTEE OF ADJUSTMENT</u>	Remuneration	Expenses
By-Law No. 88-2009 & Confirming By-Law*		
Sue Perrella (Chair)	3,008.00	-
Robert Buckler	2,800.00	-
Adolpho Antinucci	2,800.00	-
Hao Zheng	2,834.00	-
Stephen Kerwin	2,800.00	-

No benefits applied to non employees

* Confirming By-Law 022-2015 (Committee of the Whole Item 10, Report No. 2 adopted by Council on January 20, 2015)

<u>HERITAGE VAUGHAN</u>	* Remuneration	Expenses
By-Law No. 40-2007 & Confirming By-Law**		
Giacomo Parisi (Chair)	540.00	-
Antoinella Strangis (Vice-Chair)	450.00	-
Sandra Colica	450.00	-
Zhanyi He	400.00	-
Diana A. Hordo	350.00	-
Antonio Iafano	-	-
Waseem Malik	50.00	-
Riccardo Orsini	450.00	-
Elly Perricciolo	350.00	-
Shira Rocklin	450.00	-
John Senisi	300.00	-
Dave Snider	300.00	-
Councillor Marilyn Iafrate	-	-
Councillor Alan Shefman	-	-

* Members of Council are excluded from honorarium payments.

No benefits applied to non employees

** Confirming By-Law 022-2015 (Committee of the Whole Item 10, Report No. 2 adopted by Council on January 20, 2015)

PROPERTY STANDARDS COMMITTEE

By-Law No. 41-2007 & Confirming By-Law*

	Remuneration	Expenses
Brian Risman (Chair)	240.00	-
Lynne Axmith	260.00	-
Mel Fruitman	250.00	-
Nicola Garisto	200.00	-
Pankaj Sandhu	200.00	-

No benefits applied to non employees

* Confirming By-Law 022-2015 (Committee of the Whole Item 10, Report No. 2 adopted by Council on January 20, 2015)

VAUGHAN PUBLIC LIBRARY BOARD

Ontario Libraries Act & Confirming By-Law*

	Remuneration	Mileage Expenses
Gail Blackman	-	202.11
Ralph Cinelli	-	-
Denise Da Ros-Presutti	-	36.08
Councillor Mario Ferri	-	-
Lauri Hewitt	-	335.96
Councillor Marilyn Iafrate	-	-
Manjit Kaur	-	-
Donald Lazar	-	-
Hameed Malik	-	568.80
Antonella Nicaso	-	33.09
Palma Pallante	-	34.57
Loreta Pavese	-	22.04
Bruno Riga	-	-
Councillor Gino Rosati	-	-
Rose Savage (Chair)	-	-
Gary Thompson (Vice-Chair)	-	338.33
Richard Wu	-	-
Councillor Sandra Yeung Racco	-	-

* Confirming By-Law 022-2015 (Committee of the Whole Item 11, Report No. 2 adopted by Council on January 20, 2015)

VAUGHAN HOLDINGS INC.

By-Law No. 053-2014

	Remuneration	Benefits	Expenses
Mayor Maurizio Bevilacqua	15,900.00	310.05	-
Regional Councillor Mario Ferri	15,900.00	310.05	-
Regional Councillor Gino Rosati	15,900.00	310.05	-
Regional Councillor Linda D. Jackson	15,900.00	310.05	-
Councillor Marilyn Iafrate (Second Vice - Chair)	15,900.00	310.05	-
Councillor Tony Carella	15,900.00	310.05	-
Councillor Rosanna DeFrancesca (Chair)	19,150.00	373.43	-
Councillor Sandra Yeung Racco	15,900.00	310.05	-
Councillor Alan Shefman (Vice - Chair)	17,650.00	344.18	-

HYDRO-VAUGHAN ENERGY CORP.

By-Law No. 053-2014

	Remuneration	Benefits	Expenses
Mayor Maurizio Bevilacqua	5,250.00	102.38	-
Regional Councillor Mario Ferri	5,250.00	102.38	-
Regional Councillor Gino Rosati	6,000.00	117.00	-
Regional Councillor Linda D. Jackson (Vice-Chair)	5,250.00	102.38	-
Councillor Marilyn Iafrate	5,250.00	102.38	-
Councillor Tony Carella	5,250.00	102.38	-
Councillor Rosanna DeFrancesca	5,250.00	102.38	-
Councillor Sandra Yeung Racco (Chair)	6,750.00	131.63	-
Councillor Alan Shefman	5,250.00	102.38	-

Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD: 4

TITLE: OFFICIAL PLAN AMENDMENT FILE OP.17.013
ZONING BY-LAW AMENDMENT FILE Z.17.040
DUFCEM CONSTRUCTION INC.
VICINITY OF DUFFERIN STREET AND CENTRE STREET

FROM:

Jim Harnum, City Manager

ACTION: DECISION

Purpose

To seek approval from the Committee of the Whole to amend Vaughan Official Plan 2010 and Zoning By-law 1-88 for the subject lands shown on Attachment 1. The Owner seeks to permit a residential development comprised of 10 and 12-storey apartment buildings, containing 450 dwelling units, and 134 stacked back-to-back townhouse units, for a total of up to 584 dwelling units, as shown on Attachments 1 to 6.

Report Highlights

- The Owner seeks approval to amend Vaughan Official Plan 2010 and Zoning By-law 1-88 to permit a development consisting of 10 and 12-storey apartment buildings (450 dwelling units), and 134 stacked back-to-back townhouse units.
- An easement(s) from Infrastructure Ontario in favour of the subject lands is required for a private access road to connect to the Dufferin Street and Beverley Glen Boulevard intersection.
- A public park is recommended as part of the proposed development.
- Official Plan and Zoning By-law Amendment Files OP.17.013 and Z.17.040 have been appealed to the Local Planning Appeal Tribunal (File PL 200219). Council direction is requested for staff and Legal counsel to attend the Local Planning Appeal Tribunal Hearing in support of the Recommendations in this report.

Recommendations

The Local Planning Appeal Tribunal be advised that City of Vaughan Council ENDORSES the following Recommendations:

1. THAT Official Plan Amendment File OP.17.013 (Dufcen Construction Inc.), BE APPROVED, to amend Vaughan Official Plan 2010 for the subject lands shown on Attachment 1 to redesignate the subject lands from “Community Commercial Mixed-Use” to “Mid-Rise Residential” and the implementing Official Plan Amendment shall:
 - a) permit a maximum building height of 12-storeys and 10-storeys for Buildings A and B respectively;
 - b) permit a maximum building height of 13.43 m for the stacked back-to-back townhouse units (Blocks C to G);
 - c) permit up to a maximum of 584 dwelling units;
 - d) permit a maximum Floor Space Index of 2.43 times the area of the lot; and
 - e) include policies regarding the coordination of development with the landowners in the northwest quadrant of Dufferin Street and Centre Street to provide a private access road to Dufferin Street, Centre Street and the signalized intersection at Dufferin Street and Beverley Glen Boulevard.
2. THAT Zoning By-law Amendment File Z.17.040 (Dufcen Construction Inc.), BE APPROVED, to amend Zoning By-law 1-88, to rezone the Subject Lands from “C7 Service Commercial” to “RM2(H) Multiple Residential Zone” with the Holding Symbol “(H)”, as shown on Attachment 2, together with the site-specific zoning amendments identified in Table 1 of this report; and include an OS2 Open Space Park Zone for a public park.
3. THAT the implementing Zoning By-law shall:
 - a) permit up to a maximum of 134 stacked back-to-back townhouse units;
 - b) permit a maximum of 150 dwelling units in Building A and a maximum of 300 dwelling units in Building B;
 - c) permit up to a maximum Floor Space Index of 2.43 times the area of the lot;
 - d) include a provision respecting density bonusing pursuant to Section 37 of the *Planning Act*, as it read September 17, 2020 and the policies of Vaughan Official Plan 2010, to be implemented through a Density Bonusing Agreement, consistent with the City’s Guideline for the

- Implementation of Section 37 of the *Planning Act*, executed between the City and the Owner, to the satisfaction of the City of Vaughan; and
- e) shall ensure that building setbacks are consistent with the minimum clearance requirements as required by the hydro authority and applicable law.
4. THAT the Holding Symbol “(H)” shall not be removed from the Subject Lands, or any portion thereof, until such time as the following conditions are addressed to the satisfaction of the City:
- a) The Owner and the City shall execute a Density Bonusing Agreement, in accordance with Section 37 of the *Planning Act*, as it read on September 17, 2020, and the Owner shall pay to the City the Section 37 Density Bonusing Agreement surcharge in accordance with the Tariff of Fees for Planning Applications in effect at the time of the execution of the agreement which is registered on title;
- b) The Owner shall provide to the City of Vaughan a land appraisal report to determine the Section 37 contribution amount resulting from the increased height and density, to the satisfaction of the City of Vaughan;
- c) The Owner shall enter into and execute an agreement with the City of Vaughan to provide securities and undertake the necessary works for the provision of external municipal services, and appropriate easements and any required studies and/or detailed design drawings, to the satisfaction of the City;
- d) The Owner successfully obtained necessary approvals, easements, and/or permits from all parties including but not limited to City of Vaughan, York Region, Hydro One, and Infrastructure Ontario to construct a private access road connecting the Subject Lands to the Dufferin Street and Beverley Glen Boulevard intersection to the satisfaction of the City of Vaughan;
- e) THAT the Owner dedicate a 0.3 ha public park adjacent to Concord Community Park/Patricia Kemp Community Centre to the City, meeting all standards and requirements of the City free of all charges and encumbrances and having public road frontage. In addition to the parkland conveyance, the Owner shall provide a cash-in-lieu of parkland dedication to meet the requirement of the *Planning Act*, Vaughan Official Plan 2010 (Section 7.3.3 Parkland Dedication) and By-law 1390-90, as amended by By-law 205-2012, to the satisfaction of the City; and

- f) The Owner has submitted a revised Community Services and Facilities Study.
- 5. THAT the Owner be permitted to apply for a Minor Variance Application(s) to the Vaughan Committee of Adjustment, if required, to permit minor adjustments to the in-effect Zoning By-law before the second anniversary of the day the implementing Zoning By-law for the Subject Lands comes into full force and effect.
- 6. THAT should the Local Planning Appeal Tribunal approve Official Plan and Zoning By-law Amendment Files Z.17.013 and Z.17.040, either in whole or in part, that the Local Planning Appeal Tribunal withhold its final Order until such time the implementing Official Plan and Zoning By-law Amendments are prepared to the satisfaction of the City.
- 7. THAT City of Vaughan staff and Legal counsel be directed to attend the Local Planning Appeal Tribunal Hearing in support of the Recommendations contained in this report regarding Official Plan and Zoning By-law Amendment Files OP.17.013 and Z.17.040.

Background

The subject lands (the ‘Subject Lands’) are municipally known as 7850 Dufferin Street and are located on the west side of Dufferin Street, north of Centre Street, shown as the “Subject Lands” on Attachment 1. The surrounding land uses are shown on Attachment 1.

Local Planning Appeal Tribunal

On March 16, 2020 Dufcen Construction Inc. (the ‘Owner’) appealed their Official Plan and Zoning By-law Amendment applications (the ‘Applications’) to the Local Planning Appeal Tribunal (‘LPAT’), pursuant to Sections 22(7) and 34(11) of the *Planning Act*, citing the City’s failure to make a decision on the Applications within the prescribed timelines of the *Planning Act*. An LPAT Hearing is scheduled for June 22, 2021 to July 2, 2021.

Two LPAT Case Management Conferences were held on October 27, 2020 and January 15, 2021 for Case No. PL200219. The October 27, 2020 Case Management Conference identified the Parties and Participants to the appeal. The January 15, 2021 Case Management Conference was held to finalize the Procedural Order and Issues List for the Hearing. The Parties to the Hearing, following the January 15, 2021 Case Management Conference are:

1. Dufcen Construction Inc. (the 'Appellant')
2. City of Vaughan
3. Regional Municipality of York
4. 7818 Dufferin Inc. (owners of lands to south of the Subject Lands)
5. Brownridge Ratepayers Association

There are no participants to the hearing of this appeal.

Site Development File DA.20.023

The Owner has also submitted a Site Development application for the Subject Lands, however, this file has not been appealed to the LPAT. A technical report regarding the Site Development Application will be considered at a future Committee of the Whole Meeting once an LPAT decision is issued regarding the Official Plan and Zoning By-law Amendment Applications.

Public Notice was provided in accordance with the Planning Act and Council's Notification Protocol

The City on August 23, 2019, circulated a Notice of Public Meeting (the 'Notice') to all property owners within 150 m of the Subject Lands, the Brownridge Ratepayers Association, and those individuals on file with the Office of the City Clerk requesting to be notified. A copy of the Notice was also posted on the City's website at www.vaughan.ca and a notice sign was installed on the Subject Lands in accordance with the City's Notice Signs Procedures and Protocols.

Vaughan Council on October 2, 2019, ratified the recommendation of the Committee of the Whole to receive the Public Meeting report of September 17, 2019, and to forward a comprehensive technical report to a future Committee of the Whole meeting. The following speakers appeared at the Public Meeting and written submissions were received by the Development Planning Department:

Speakers

- Mr. Kevin Bechard, Weston Consulting, on behalf of the Owner
- Mr. Mario Racco, Brownridge Ratepayers Association, Checker Court ,Thornhill

Written Submissions

- Mark McConville, Humphries Planning Group Inc., on behalf of 267 King High Drive in relation to the Dufferin Street and Centre Street Intersection Study
- Brownridge Ratepayers Association

The following is a list of the comments received at the Public Meeting of September 17, 2019 and submitted in writing to the Development Planning Department:

Density and Compatibility

- The land is designated Community Commercial Mixed-Use and the community is satisfied with this designation
- The area will benefit from a commercial development, office, and institutional uses
- Residential is not appropriate adjacent to a Hydro One Corridor and Highway 407
- The parcel is too small to accommodate residential uses
- The existing residential uses in the area are primarily detached residential dwellings

Responses to these comments are provided in this report.

The Development Planning Department on February 24, 2021 sent out a non-statutory courtesy notice of this Committee of the Whole meeting to those individuals requesting notice of further consideration of the applications.

Previous Reports/Authority

Previous reports (September 17, 2019 Committee of the Whole Public Meeting) related to these Applications can be found at the following link:

<https://pub-vaughan.escribemeetings.com/filestream.ashx?DocumentId=21833>

Analysis and Options

Official Plan Amendment, Zoning By-law Amendment and Site Development applications have been submitted to permit the proposed development

The Owner has submitted the following Applications to permit the development of the Subject Lands with 10-storey and 12-storey residential apartment buildings, containing a total of 450 apartment dwelling units and 134 stacked back-to-back townhouse units, as shown on Attachments 1 to 6 (the 'Development'):

1. Official Plan Amendment File OP.17.013 to amend Vaughan Official Plan 2010 ('VOP 2010') to redesignate the Subject Lands from "Community Commercial Mixed-Use" to "Mid-Rise Residential" to permit the following:
 - a) A maximum building height of 10-storeys and 12-storeys with a total of 450 apartment dwelling units;
 - b) 134 stacked back-to-back townhouse units; and
 - c) A Floor Space Index ('FSI') of 2.43 times the area of the lot.

2. Zoning By-law amendment File Z.17.040 to amend Zoning By-law 1-88 to rezone the Subject Lands from “C7 Service Commercial” subject to site-specific Exceptions 9(1411) and 9(1186), as shown on Attachment 1 to “RM2 Multiple Residential Zone” in the manner shown on Attachment 2 to permit the development, together with the site-specific zoning exceptions identified in Table 1 of this report.
3. Site Development File DA.20.023 to permit a 10-storey and 12-storey residential apartment building with a total of 450 apartment dwelling units and 134 stacked back-to-back townhouse units, as shown on Attachments 2 to 6.

The Development is consistent with the Provincial Policy Statement, 2020

In accordance with Section 3 of the *Planning Act*, all land use decisions in Ontario “shall be consistent” with the Provincial Policy Statement, 2020 (‘PPS’). The PPS provides policy direction on matters of provincial interest related to land use planning and development. These policies support the goal of enhancing the quality of life for all Ontarians. Key policy objectives include building strong, healthy communities, the wise use of and management of resources and protecting public health and safety. The *Planning Act* requires the Council’s planning decisions be consistent with the PPS.

The Development is consistent with the PPS, specifically the following:

- Section 1.0 - Building Strong Healthy Communities
- Section 1.1 - Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns. This Section of the PPS requires that land use planning is cost effective, efficiently uses infrastructure, minimizes land consumption and is transit supportive
Section 1.1.3.3 states, in part: Planning authorities shall identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment
- Section 1.4 Housing includes policies such as 1.4.3, in part: Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents
- Section 1.6 Infrastructure and Public Service Facilities, specifically Section - 1.6.7.4 states: A land use pattern, density and mix of uses should be promoted that minimize the length and number of vehicle trips and support current and future use of transit and active transportation.

The mid-rise residential Development shown on Attachments 2 to 6 is located within a settlement area and adjacent to a Regional Road (Dufferin Street), and close to a major arterial road (Centre Street). The Development would facilitate residential intensification in proximity to existing transit facilities such as the existing Bus Rapid Transit Route on Centre Street ('Centre Street BRT'), located approximately 120 m south of the Subject Lands.

Consistent with Sections 1.1, 1.1.3.3, 1.4 and 1.6, the Development would provide apartment and stacked back-to-back townhouse units that:

- efficiently uses infrastructure, minimizes land consumption and is transit supportive
- provides for a range of housing types and unit sizes through intensification
- promotes an opportunity for transit-supportive development
- minimizes the length and number of vehicles trips and supports current and future use of transit and active transportation

On this basis, the Development is consistent with the PPS.

The Development conforms to A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019 as amended

The Provincial Growth Plan: A Place to Grow - Growth Plan for the Greater Golden Horseshoe 2019 (Growth Plan) as amended, is intended to guide decisions on a wide range of issues, including economic development, land use planning, urban form, and housing. The Growth Plan provide a framework for managing growth in the Greater Golden Horseshoe including: directions for where and how to grow; the provision of infrastructure to support growth; and protecting natural systems and cultivating a culture of conservation.

Council's planning decision are required by the *Planning Act* to conform, or not conflict with, the Growth Plan. The Development is consistent with the policy framework of the Growth Plan as the proposed built form would utilize the Subject Lands more efficiently, make more efficient use of existing infrastructure, and provide housing at a density supportive of the Growth Plan objectives, specifically:

- Section 1.2.1 - Guiding Principals
- Section 2.2.1.4 (a), (d), and (e), in part, - Applying the policies of this Plan will support the achievement of complete communities that:
 - a. feature a diverse mix of land uses, including residential and employment uses, and convenient access to local stores, services, and public service facilities;

- d. expand convenient access to:
 - i. a range of transportation options, including options for the safe, comfortable and convenient use of active transportation;
 - ii. public service facilities, co-located and integrated in community hubs;

an appropriate supply of safe, publicly-accessible open spaces, parks, trails, and other recreational facilities; and

- e. provide for a more compact built form and a vibrant public realm, including public open spaces;

- Section 2.2.4 - Transit corridors and station areas, specifically Sections 2.2.4.2 and 2.2.4.10
- Section 2.2.4.10 - Lands adjacent to or near to existing and planned frequent transit should be planned to be transit-supportive and supportive of active transportation and a range and mix of uses and activities
- Section 2.2.6 - Housing, which includes, in part, to identify a diverse range and mix of housing options and densities, including additional residential units and affordable housing to meet projected needs of current and future residents

Under the Growth Plan, Major Transit Station Areas (MTSAs) are generally defined as areas within an approximate 500 to 800 metre radius surrounding an existing or planned high-order transit stop or station. MTSAs are areas intended to accommodate a substantial proportion of a municipality's future residential and employment growth in order to encourage transit usage. The current Growth Plan requires York Region and the City to delineate the boundaries of MTSAs on priority transit corridors or subway lines. York Region Council has approved an MTSA at the intersection of Dufferin Street and Centre Street (Dufferin MTSA), as shown on Attachment 1.

In consideration of the Growth Plan policies, the Owner seeks to permit mid-rise residential buildings in a built up area where there is existing vacant land to accommodate population growth, as well as providing a variety of housing units (apartments and stacked townhouse units) (Section 2.2.6). In addition, allowing for a more intensified land use supports and promotes transit-supportive density which is considered to be appropriate.

The Development is in proximity to an existing transit facility (Section 2.2.4), the Centre Street BRT, and within a York Region Council approved MTSA. The Development would be required to provide travel demand management and active transportation measures to support alternative modes of transportation. In consideration of the above, the Development conforms to the Growth Plan.

The Development conforms to York Region Official Plan 2010 ('YROP')

York Region Official Plan 2010 (YROP 2010) guides economic, environmental and community building decisions across York Region. The Subject Lands are designated "Urban Area" on Map 1 - Regional Structure of YROP 2010 and are located approximately 120 metres north of the Centre Street Regional Corridor also shown on Map 1 - "Regional Structure".

The Development is consistent with the policy framework of the YROP 2010 as the proposed density and built form would utilize the Subject Lands more efficiently, make more efficient use of existing infrastructure, and provide a range and mix of housing, specifically:

- Section 1.2.1 - City building, focusing on Regional Centres and Corridors and including innovation in urban design and green building
- Section 3.5 - Housing our Residents, states in part: A full mix and range of housing options in optimal locations allows residents to contribute positively to the economy and society. Encouraging residents to work in and contribute to the area in which they live supports the Region's urban structure and transportation networks thus promoting vibrant, healthy communities, a strong economy, and a clean environment
- Section 4.2.6 - to work with local municipalities to ensure the Regional Centres and Corridors include a significant amount of mixed-use, pedestrian-oriented, and street related uses including retail
- Section 5.3 - intensification will occur in strategic locations in the built-up area to maximize efficiencies in infrastructure delivery, human services provision, and transit ridership
- Section 5.4 - Regional Centres and Corridors states, in part: A forward-looking and coordinated planning approach for the Regional Centres and Corridors is necessary to realize the vision of a vibrant and livable City. This approach combines the Region's significant investments in rapid transit with a land use planning system that creates compact, sustainable, and people-oriented places, integrated community needs with effective services, bolsters the Region's economic competitiveness, and preserves natural heritage and agricultural uses
- Section 7.2.53 - To restrict vehicle access from developments adjacent to Regional streets to maximize the efficiency of the Regional street system through techniques such as suitable local street access, shared driveways, and interconnected properties. Exceptions may be made to this policy in Regional Centres and Corridors, and mainstreets
- Section 7.3.2 - To ensure that the provision of appropriate water and wastewater infrastructure and servicing capacity is coordinated with plans of subdivision, plans of condominium, site plans or any other development applications in order to ensure services are available prior to occupancy

The Development is located on Dufferin Street, a Regional Road, and located approximately 120 m from the Centre Street Regional Corridor. Accordingly, it conforms to policy 1.2.1 where development is focused in proximity to a Regional Corridor. The Development is located within a built up area of the Urban Area, close to

Item 3

Page 10 of 25

the Centre Street BRT, and would provide a mix of housing types and sizes conforming to policies 3.5, 4.2.6, 5.3, and 5.4 . The Recommendations in this report require the Owner to obtain the appropriate connections to the Regional street system and water and wastewater infrastructure in order to conform to policies 7.2.53 and 7.3.2.

Although York Region staff have recommended that new residential land uses should progress in coordination with the City of Vaughan OPR and MTSA work they also recognize the Official Plan and Zoning By-law Amendments are before the LPAT. Regional staff have determined Vaughan is best able to determine local compatibility issues associated with the proposed heights densities and the appropriate mix of land uses in this MTSA. York Region is a Party to the LPAT Appeal.

The Subject Lands are located within a York Region Council Approved MTSA boundary identified by the YROP Municipal Comprehensive Review (MCR)

Under the Growth Plan, York Region in consultation with local municipalities is required to delineate boundaries and set minimum density targets for MTSA's located on Provincial Priority Transit Corridors, as identified within Schedule 5 of the Growth Plan. The purpose is to plan for intensification within walking distance of high order transit stops such as the Bus Rapid Transit Corridor on Centre Street and Highway 7. The Growth Plan defines MTSA's as areas within an approximate 800 metre (10 minute walk) of higher order transit stations.

As part of the ongoing York Region Official Plan update and the Region's Intensification Strategy York Region Council has identified and approved MTSA boundaries. This includes an MTSA focused around the Dufferin Street and Centre Street intersection, as shown on Attachment 1, centered by the Dufferin Street Bus Rapid Transit Station (Dufferin Station). The MTSA's approved by York Region Council are subject to Provincial approval. The Development is within the York Region Council approved Dufferin MTSA being a 10 minute walk to the Dufferin Station located at the intersection of Dufferin Street and Centre Street. The Centre Street BRT is located 120 m south of the Subject Lands along Center Street, and the Dufferin Street BRT stations are located on Centre Street east and west of Dufferin Street.

York Region has also identified this MTSA (Dufferin MTSA) having a minimum density target of 160 persons and jobs per hectare. The Subject Lands are approximately 2.0 hectares in size and up to 584 dwelling units are proposed thus yielding an estimated population of 1,405 people. This represents approximately 700 persons per hectare thereby contributing to the minimum residential density target for the MTSA.

The City of Vaughan is undertaking an OPR. Through this process the land use planning framework, proposed minimum density requirements and boundary for each MTSA will be implemented, in order to conform to the York Regional Official Plan.

Conformity to the York Region Official Plan through the City's OPR and MTSA review will be implemented either through an area-specific plan or site-specific policies. The LPAT decision regarding the Applications will inform the City's OPR and MTSA policy review. Based on the scale and density of development approved, it will establish a baseline of development to be considered in the evaluation of the heights and density's to be considered in the remaining area of the MTSA.

Amendments to VOP 2010 are required to permit the Development

The Subject Lands are located in a "Community Area" as shown on VOP 2010 Schedule 1 Urban Structure and are designated "Community Commercial Mixed-Use" on Schedule 13 - Land Use.

The Development is not permitted by the "Community Commercial Mixed-Use" designation of VOP 2010. Accordingly, an application to redesignate the Subject Lands to "Mid-Rise Residential" has been submitted to permit the following:

- Maximum building heights of 12 and 10-storeys for Buildings A and B, containing a total of 450 dwelling units
- 134 stacked back-to-back townhouse units
- An FSI of 2.43 times the area of the lot

The Development Planning Department can support the redesignation of the Subject Lands in consideration of the following Goals and Policies of VOP 2010:

- Section 1.5 - Goal 1: Strong and Diverse Communities, in part, direct well designed, context-sensitive growth to strictly defined areas, and provide for a wide range of housing choices and a full range of community services and amenities within each community
- Section 1.5 Goal 5: Moving Around without a car, in part, the Viva bus rapid transit and regional bus network and increased GO Transit service will provide a strong foundation for Vaughan's public transit infrastructure. With this foundation, the Official Plan will focus on implementing planning and design policies that make walking, cycling and transit use realistic options for moving around
- Section 1.5 Goal 8: Directing Growth to Appropriate Locations, in part, this means a shift in emphasis from the development of new communities in greenfield areas to the promotion of intensification in areas of the City with the infrastructure capacity and existing or planned transit service to accommodate growth
- Section 2.1.3.2, To address the City's main land-use planning challenges and to manage future growth by: in part, identifying Intensification Areas, consistent with the intensification objectives of this Plan and the Regional Official Plan, as the primary locations for accommodating intensification

- Section 2.2.5, Intensification Areas, in part, Regional Intensification Corridors will link Regional Centres both in Vaughan and beyond and are linear places of significant activity . They may accommodate mixed-use intensification or employment intensification
- Section 7.5.1, Ensuring a Range of Housing Options, in part, ensuring there is a diversity of housing options to accommodate all those who choose to make Vaughan their home.

Section 7.5.1 of VOP 2010, Ensuring a Range of Housing Options, states that increasing housing choices in terms of housing type, tenure and affordability is required. The Development includes condominium stacked back-to-back townhouses and apartment units to provide unit type options with a range of sizes.

Directing growth to a York Region Council approved MTSA is appropriate, as MTSA's are planned for intensification. VOP 2010 Schedule 1 - Urban Structure identifies Centre Street as a Regional Intensification Corridor. VOP 2010 Section 2.2.1.1 states that Regional Intensification Corridors will be a major focus for intensification on lands which are adjacent to major transit routes. The addition of mid-rise residential land uses in the north west quadrant of the Dufferin Street and Centre Street intersection is appropriate because it supports the policies regarding intensification. The Development has limited impact in consideration of the immediate surrounding land use context, as the Subject Lands are bounded by a Regional Road, a hydro corridor, an institutional use, and a vacant parcel of land.

VOP 2010 Section 4.1.1 includes policies to support mobility options. The Development is located in proximity to the Centre Street BRT, which is part of York Region's significant transit infrastructure. The Development will aid in mobility without a car, as robust Travel Demand Management ('TDM') and Active Transportation measures will be required such as bicycle parking standards, the removal of parking spaces associated with individual residential units, and reduced parking rates.

A Section 37 Contribution is required

Section 37 of the *Planning Act*, as it read September 17, 2020, allows municipalities to authorize increases in height and/or density of development in return for the provision of facilities, services or other matters (i.e. contribution) as determined by the municipality, only if the proposed increase is considered to be appropriate.

To determine the contribution, the Owner is required to provide to the City a land appraisal report, in accordance the City's Guideline for the Implementation of Section 37 of the *Planning Act*, to determine the uptick amount resulting from the increased height and density.

Should the LPAT approve the Official Plan and Zoning By-law Amendment Files, either in whole or in part, staff recommend the Holding Symbol “(H)” be placed on the Subject Lands until such time as this matter is resolved.

Amendments to Zoning By-law 1-88 are required to permit the Development

The Subject Lands are zoned “C7 Service Commercial Zone”, subject to Exceptions 9(1411, 1186) by Zoning By-law 1-88, which does not permit the Development. Therefore, an amendment to Zoning By-law 1-88 is required to permit the Development. Staff recommend the Subject Lands be zone “RM2(H) Multiple Residential Zone” with the Holding Symbol “(H)”, as shown on Attachment 2, together with the following site-specific zoning exceptions, and include an OS2 Open Space Park Zone for a public park:

Table 1:

	By-law Standard	RM2 Multiple Family Zone Requirements	Proposed Exceptions to the RM2 Multiple Family Zone Requirements
a.	Minimum Lot Area/Unit	230 m ²	34 m ²
b.	Front Yard	4.5 m	3 m - Dufferin Street
c.	Maximum Building Height	11 m	37.7 m - Buildings A and B 13.5 m - Blocks C and D 13.4 m - Block E 13.2 m - Block F 13 m - Block G
d.	Minimum Amenity Area	20 Bachelor units @ 15m ² / unit = 300 m ² 362 -1 Bedroom units @ 20 m ² / unit = 7,240 m ² 194 - 2 Bedroom units @ 55 m ² / unit = 10,670 m ² 8 - 3 Bedroom units @ 90m ² / unit = 720 m ² Total Required Amenity Area = 18,930 m ²	Total Proposed Amenity Area = 17,330 m ²

	By-law Standard	RM2 Multiple Family Zone Requirements	Proposed Exceptions to the RM2 Multiple Family Zone Requirements
e.	Minimum Parking Requirements	584 units @ 1.5 spaces/unit = 876 spaces Visitor - 584 units @ 0.25 spaces/unit = 146 spaces Total Parking Required = 1,022 spaces	584 units @ 1 space/unit = 584 spaces (proposing 592 spaces) Visitors - 584 units @ 0.2 spaces/unit = 117 spaces (proposing 118 spaces) Total Parking Proposed = 710 spaces
f.	Minimum Landscape Strip Width	<ul style="list-style-type: none"> • 3 m around the periphery of an outdoor parking area • 6 m on Dufferin Street 	<ul style="list-style-type: none"> • 0 m • 3 m on Dufferin Street
g.	Bicycle Parking Rates	<ul style="list-style-type: none"> • By-law 1-88 does not include minimum bicycle parking rates in the proposed Zone 	<ul style="list-style-type: none"> • Short-Term bicycle spaces: 584 units @ 0.1/unit or 6 spaces whichever is greater = 59 spaces • Long-term bicycle spaces: 584 units @ 0.5/unit = 292 spaces

These zoning exceptions are based on the Site Development File DA.20.023, which is not supported at this time due to outstanding requirements, including but not limited to, the provision of a public park, confirmation of the proposed private access road to the Dufferin Street and Beverley Glen intersection and the need to secure easements over abutting lands in favour of the Subject Lands. The final approval of Site Development File DA.20.023 may result in the need for additional zoning exceptions and/or a subsequent Zoning By-law Amendment Application. Should the LPAT approve Zoning By-law Amendment File Z.17.040, the final implementing zoning by-law must reflect the revised site plan.

Development Planning can support the current proposed site specific zoning exceptions identified in Table 1 for the following reasons:

- the proposed lot areas reflect similar approvals for mid-rise stacked back-to-back townhouses

- the proposed minimum amenity area per unit is offset by the recommendation to provide a public park to meet the recreational needs of the residents
- reduced setbacks on Dufferin Street and along Dufferin Street is offset by a development with a strong mid-rise residential urban edge while allowing for a landscape strip to accommodate tree planting
- the maximum building heights being proposed are appropriate for a mid-rise residential development. VOP 2010 policies state that mid-rise buildings are a maximum of 12-storeys and include apartment buildings as a built form
- the Subject lands are located within 120 m from the Centre Street BRT, which allows for greater access to public transit.

The Subject Lands will be zoned with the Holding Symbol “(H)”, should the Applications be approved

Should Council adopt the Recommendations, staff recommend the implementing Zoning By-law include a Holding Symbol “(H)” on the Subject Lands and it only be removed from the Subject Lands when the following conditions have been satisfied:

- a) The Owner and the City shall execute a Density Bonusing Agreement, in accordance with Section 37 of the *Planning Act*, as it read on September 17, 2020, and the Owner shall pay to the City the Section 37 Density Bonussing Agreement surcharge in accordance with the Tariff of Fees for Planning Applications in effect at the time of the execution of the agreement which is registered on title;
- b) The Owner shall provide to the City of Vaughan a land appraisal report to determine the Section 37 contribution amount resulting from the increased height and density, to the satisfaction of the City of Vaughan;
- c) The Owner shall enter into and execute an agreement with the City of Vaughan to provide securities, and undertake the necessary works for the provision of external municipal services including municipal storm sewers, sanitary sewers and watermains complete with appropriate easements to facilitate the development of the Subject Lands, to the satisfaction of the City, York Region and the Toronto and Region Conservation Authority. This agreement shall be executed prior to removing the Holding Symbol “(H)” unless alternative arrangements are made to the satisfaction of the City;
- d) The Owner has successfully obtained necessary approvals, easements, and/or permits from all parties including but not limited to City of Vaughan, York Region, Hydro One, and Infrastructure Ontario to construct a private access road connecting the Subject Lands to the Dufferin Street and Beverley Glen Boulevard intersection to the satisfaction of the City of Vaughan and York Region;

- e) The Owner has dedicated a 0.3 ha public park adjacent to Concord Community Park/Patricia Kemp Community Centre to the City, meeting all standards and requirements of the City free of all charges and encumbrances and having public road frontage. In addition to the parkland conveyance, the Owner shall provide a cash-in-lieu of parkland dedication to meet the requirement of the Planning Act, Vaughan Official Plan 2010 (Section 7.3.3 Parkland Dedication) and By-law 1390-90, as amended by By-law 205-2012, to the satisfaction of the City; and
- j) The Owner has submitted a revised Community Services and Facilities Study.

The Site Development Application must be revised to address staff recommendations, including but not limited to, the provision of a park and confirming access arrangements

The Development shown on Attachments 2 to 6 must be revised to address staff comments related to the provision of a public park on the Subject Lands and arranging for and securing a proposed private access road to facilitate traffic movement for the lands in the northwest quadrant of Dufferin and Centre Street, as discussed in this report, as shown on Attachment 1. Should the LPAT approve the related Official Plan and Zoning By-law Amendment Applications, staff are requesting the LPAT withhold its Order. A report regarding the Site Development Application will be considered at a future Committee of the Whole meeting.

The Owner continues to work with the City to address the Vaughan Design Review Panel's comments

The Vaughan Design Review Panel ('DRP') considered the Applications on October 31, 2019 and provided the following comments:

- The DRP requested that the Development better align with the Centre Street Urban Design Guidelines principles and objectives
- The road network and block pattern should have a distinct hierarchy that defines the location of the buildings, their frontages/entrances, and the servicing and loading areas
- Walkability and pedestrian comfort and permeability should be at the forefront of the design and not secondary to vehicular accessibility
- The potential of the Hydro corridor as future open space for connectivity both visually and physically should be explored
- The Development should be revised to create a balance between roads/driveways and built form

The Owner responded to the DRP comments by:

- Optimizing the vehicular access network and balancing the amount of hard surface with landscaping
- Revising the footprints of the buildings to better respond to the public frontages and providing a road hierarchy
- Revising the proposed private road sections to incorporate landscaping and sidewalks for improved walkability and permeability
- Including multiple outdoor amenity areas in the revised plans

DRP comments related to the Site Development application will be considered in a report to a future Committee of the Whole meeting.

The Development Planning Department will continue to work with the Owner to address the DRP comments.

The Policy Planning and Environmental Sustainability Department has no objection to the approval of the Development

The Policy Planning and Environmental Sustainability Department ('PPES') are satisfied the Subject Lands do not contain any Core Features of the Natural Heritage Network.

The City of Vaughan PPES Department is undertaking an OPR including a review of York Region Council approved MTSA's. Through this process the land use planning framework, proposed minimum density requirements and boundary for each MTSA will be implemented, in order to conform to the York Regional Official Plan. Conformity to the York Region Official Plan through the City's OPR and MTSA review will be implemented either through an area-specific plan or site-specific policies. The LPAT decision regarding the Applications will inform the City's OPR and MTSA policy review.

The Development Engineering Department ('DE') has no objection to the Development, subject to the comments and conditions in this report

The servicing strategy for the proposed municipal infrastructure is generally acceptable to the DE Department, however, the Owner is required to revise the submitted plans and reports to address DE comments and obtain any necessary approvals from other agencies.

The site servicing (Water, Wastewater and Stormwater Management) shall conform to the conclusions and recommendations of the Integrated Urban Water Master Plan Class Environmental Assessment Study ('IUW-MP EA Study'). A Functional Servicing Strategy for the Concord GO Secondary Plan and Dufferin MTSA area will be established through this on-going IUW-MP EA Study. Financial commitments may be required, and if so, costs will be secured associated with implementing the recommendations of the on-going IUW-MP EA Study to the satisfaction of the City.

Due to significant servicing constraints at this time, development of the Subject Lands will be reviewed once the required infrastructure, through an agreement or an alternative arrangement, is secured and available to allow lifting of the Holding Symbol “(H)” outlined in the Recommendations of this report.

Water Supply

The Development would be serviced by an existing municipal watermain on Dufferin Street. The submitted Functional Servicing Report (‘FSR’) confirms the existing watermain will be able to service the Development, however, the City cannot confirm this until the completion of the IUW-MP EA Study.

Sanitary Sewer Network

The FSR demonstrates the existing sanitary sewer system needs to be upgraded to accommodate flows from the Development. The Owner shall revise the engineering plans and reports to design future upgrades to the downstream sanitary sewers to ensure they operate at less than 80% of their full flow capacity and shall conform to the conclusions and recommendations of the IUW-MP EA Study.

Stormwater Management and Storm Sewer Network

The Owner proposes to drain runoff through the neighbouring property, via new storm sewers which would require easements from the property Owner to the south. These easements are required as there is no existing municipal storm sewer adjacent to the Subject Lands, which is a concern for the future operation and maintenance of the infrastructure. Furthermore, the storm sewer flows cross under the Centre Street culvert in a southerly direction, and connect to the existing residential storm sewer system through an easement. The City has received storm sewer capacity complaints from the residents in this area. The City requires the Owner to provide additional information regarding the existing drainage patterns and capacity issues in the area.

The Owner shall obtain the necessary approvals/ permits/ easements from the respective agencies, and affected land owner for the proposed storm sewer system. The City, after receiving the required information and reports, will then be able to determine whether the ownership of the easements will be private or public.

In addition, the Owner shall demonstrate how groundwater flows will be managed and discharged through the proposed stormwater management system. Discharging of groundwater into a City storm sewer is subject to the provisions of the City of Vaughan Sewer Use By-law.

Noise and Vibration Feasibility Study

The Noise and Vibration Feasibility Study ('NVFS') concludes that the proposed development is feasible from a noise and vibration perspective, and the DE Department concurs with these findings.

At the site plan approval stage, a detailed noise study would be required, which relates to the revised site plan, to confirm the conclusions of the NVFS and include more specific recommendations and warning clauses.

Environmental Site Assessment (ESA)

The Owner provided Phase I/II ESA reports covering the Subject Lands. The findings of the ESA reports indicated that "based on the review of the available information, there are no significant potentially contaminating activities or areas of potential concern within the Subject Lands, and the environmental condition of the property is satisfactory". The DE Department concurs with these findings. Prior to site plan approval the Owner shall provide a copy of proof of insurance from their environmental consultant (V.A. Wood Associated Limited), as noted in their April 6, 2020 Reliance Letter.

Transportation

Access to the Development is provided through a Right-In/Right-Out (RIRO) driveway onto Dufferin Street. In addition, the Owner is proposing to provide an private access road, which will form the west leg and connect to, the full moves signalized intersection located at Dufferin Street and Beverley Glen Boulevard. The extension of the proposed private access road across the lands to the north would allow the Development to connect to the signalized intersection, which requires an easement from the land owners to the north. In addition to the proposed RIRO access, it is essential to gain access to the Dufferin Street and Beverley Glen Boulevard intersection to accommodate the Development's traffic with acceptable levels of service.

The Owner has submitted a Transportation Impact Study wherein transportation capacity constraints have been identified under the future conditions during the weekday peak hours. However, the specified capacity constraints are due to the existing high background traffic volume and the Development's traffic impacts are considered to be acceptable. These operational constraints demonstrate the importance of TDM measures and alternative transportation options to reduce vehicular traffic. Therefore, robust TDM and Active Transportation (AT) measures have been proposed to reduce the adverse impacts of the proposed Development and maximize utilization of the BRT system and cycling facilities located in close proximity of the Subject Lands.

The vehicle parking supply rates are less than the minimum rates prescribed by Zoning By-law 1-88, however, the proposed parking supply is consistent with the minimum

requirements of the IBI Draft Parking Standards report, City of Vaughan Draft Zoning By-law Review and TDM policies.

Servicing Allocation will be reviewed should the Development receive approval at the LPAT

Servicing Allocation will be reviewed through the final review of the Site Development Application and will require formal approval by Council. Should the Development be phased, servicing capacity will be distributed accordingly.

Parks Infrastructure Planning and Development ('PIPD') have no objection to the applications subject to conditions

The Owner is required to submit a revised plan illustrating the conveyance of a minimum 0.3 ha park block on the Subject Lands, as shown on Attachments 1 and 2, to support the Development and provide a base-level of parkland/recreational servicing for the community. Considering the existing Patricia Kemp Community Centre and Concord Community Park (community centre/parkland) directly abuts the Subject Lands to the north, staff recommends that 0.3 ha parcel of land from the Subject lands be conveyed for parkland purposes to adequately contribute to the existing community centre/parkland, creating a consolidated/larger park footprint. PIPD staff recommend that the implementing Official Plan and Zoning By-law amendments include the appropriate policy(ies) and zoning category to implement the required public park.

The PIPD Department will provide specific comments with regard to the construction of the public park at the site plan stage, in addition to warning clauses associated with the park block and the Development. The Owner will be required to submit an Arborist Report at the site plan stage.

To meet dedication requirements under the *Planning Act*, VOP 2010 Section 7.3.3 - Parkland Dedication) and By-law 139-90, as amended by 205-2012, cash-in-lieu of the dedication of parkland shall also be required.

The Office of the Infrastructure Development Department, Real Estate Services ('RE') has no objection to the approval of the Applications. The Owner shall convey land at the rate of 1 ha per 300 units and/or pay to Vaughan by way of certified cheque, cash-in-lieu of the dedication of parkland at the rate of 1 ha per 500 units, or at a fixed unit rate, prior to the issuance of a Building permit, in accordance with the *Planning Act* and the City's "Cash-in-lieu of Parkland Dedication policy".

The PIPD Department require an updated Community Services and Facilities Impact Study ('CSFIS') which includes the future proposed population anticipated for the Development and analysis that includes direct walking distances from the Subject Land

to various amenities in the area considering barriers such as rail corridors or valley/natural open space systems.

The DE Department has recommended that a private access road be provided to gain access to the Dufferin Street and Beverley Glen Boulevard intersection. An integrated and comprehensive plan is to be provided showing how the new private access road will function in concert with the surrounding uses; IO lands/Hydro towers, the community centre, the Subject Lands, and the 0.3 ha public park block, including a playground.

Typical for all roads, a pathway connection will be required along the proposed private access road, connecting the Subject Lands to the park/community centre. The proposed pathway is to be asphalt with a minimum width of 3 m and minimum 1.5 m clearances on both sides. Additional design requirements, such as grade and lighting, for the pathway will be provided at the site plan stage.

The location of the proposed private access road will remove existing parking spaces for the Patricia Kemp Community Centre, therefore, staff recommends that the Owner construct a surface parking area for the park/community centre lands, free of cost and to the satisfaction of the City which will be located on IO lands and IO approval will be required. The Owner shall install access gates at the entry of the parking area, and a maintenance access is to be provided at the rear of the parking area for access to the public park.

Development Charges for the Development are applicable

The Owner shall pay to the City applicable Development Charges in accordance with the Development Charges By-laws of the City of Vaughan, Region of York, York Region District School Board and York Catholic District School Board.

A clause for the payment of Development Charges would be included as a standard condition in the Site Plan Agreement, should the Applications be approved.

The TRCA has no objection to the Applications

The TRCA have no objection to the approval of the Development. A portion of the Subject Lands is within TRCA's Regulated Area due to the Regional Storm flood plain on the adjacent lands to the south and east. The TRCA regulates development and site alteration on lands within 15 metres of a Regional Storm flood plain. As such, a permit under Ontario Regulation 166/06 (Development, Interference with Wetlands and Alterations to Shorelines and Watercourses) would be required for portions of the proposed works. A list of the TRCA's permit requirements have been provided to the Owner. Additional comments may be provided through the review of Site Development File DA.20.023 should the Applications be approved.

An easement is required from Infrastructure Ontario over their lands for vehicular access to the Dufferin Street and Beverley Glen Boulevard signalized intersection

The DE Department has advised the current proposal seeks to utilize a right-in right-out access driveway, which is inadequate to facilitate the movement of vehicles into and out of the Subject Lands. An additional access is required to provide an adequate level of service, and to meet the anticipated traffic volumes that will be generated by the Development. As such, a connection to the Dufferin Street and Beverley Glen Boulevard signalized intersection is required. The Owner would be required to obtain an easement over Infrastructure Ontario lands located north of the Subject Lands. A resolution to this effect is included in the Recommendations of this report.

Comments from Hydro One are required

The Hydro Corridor located west of the Subject Lands contains infrastructure (transmission lines) which are located on lands owned by IO. Hydro One's Land Use Planning Department is reviewing the Applications. Infrastructure Ontario will require Hydro One comments and conditions to determine any required easements over the Infrastructure Ontario lands located north of the Subject Lands. Coordination between IO and Hydro will be required in order to determine whether the proposed private access road, leading to the Dufferin Street and Beverley Glen Boulevard signalized intersection, can be accommodated. Without the proposed private access road, the Development cannot proceed due to inadequate access to and from the Subject Lands. As such, a resolution to this effect is included in the Recommendations of this report.

Hydro One has provided preliminary comments advising that City of Vaughan Zoning By-law 1-88 building setbacks generally accommodate Hydro One assets. Additional comments from Hydro One may be provided through the review of Site Development File DA.20.023 should the Applications be approved. Further zoning exceptions may be required to ensure zoning setbacks are consistent with the minimum clearance requirements from the hydro corridor as required by the hydro authority and applicable law.

The School Boards have no objection to the Development

York Region District School Board and York Catholic District School Board have no objection to the Development and do not require a school sites within the Subject Lands.

Financial Impact

There are no new requirements for funding associated with this report.

Broader Regional Impacts/Considerations

York Region Community Planning and Development Services consider the Development to be a local matter

Although York Region staff have recommended that new residential land uses should progress in coordination with the City of Vaughan OPR and MTSA work, they also recognize the Official Plan and Zoning By-law Amendments are before the LPAT. As such, York Region recommends that the local municipality is best able to determine local compatibility issues associated with heights, densities and the appropriate mix of land uses in this MTSA.

York Region is a Party to the LPAT Appeal.

Conclusion

Official Plan and Zoning By-law Amendment Files OP.17.013 and Z.17.040 have been reviewed in consideration of the PPS, the Growth Plan, the YROP, VOP 2010 Zoning By-law 1-88, comments from City departments, received at the Public Meeting, the Brownridge Ratepayers Association, area residents, and external agencies, and the area context.

The Development Planning Department is satisfied that the proposed amendments to the Official Plan and Zoning By-law to permit a residential development consisting 10- and 12-storey residential apartment buildings with a total of 450 dwelling units, and 134 stacked back-to-back townhouse units is consistent with Provincial policies and the YROP.

The Development is considered to be appropriate subject to the recommendations and comments in this report including, but not limited to, the provision of a public park and the Owner securing an access easement over IO lands to provide a proposed private access road to the Dufferin Street and Beverley Glen Boulevard intersection. The proposed Development introduces a range of housing types and unit sizes on the Subject Lands, located in proximity to a Regional Corridor, the Centre Street BRT, and a York Region Council approved MTSA. Accordingly, the Development Planning Department can support the approval of the Applications subject to the Recommendations contained in this report.

For more information, please contact: Carol Birch, Planner, Development Planning Department, ext. 8485

Attachments

1. Context and Location Map
2. Conceptual Site Plan and Proposed Zoning
3. Conceptual Building Elevations - Building A
4. Conceptual Building Elevations - Building B
5. Conceptual Typical Townhouse Elevations - Block E (Facing Dufferin Street)
6. Conceptual Typical Townhouse Elevations - Block C (Facing Interior Road)

Prepared by

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Eugene Fera, Senior Planner, ext. 8003

Nancy Tuckett, Senior Manager of Development Planning, ext. 8529

Bill Kiru, Acting Director of Development Planning, ext. 8633

Approved by

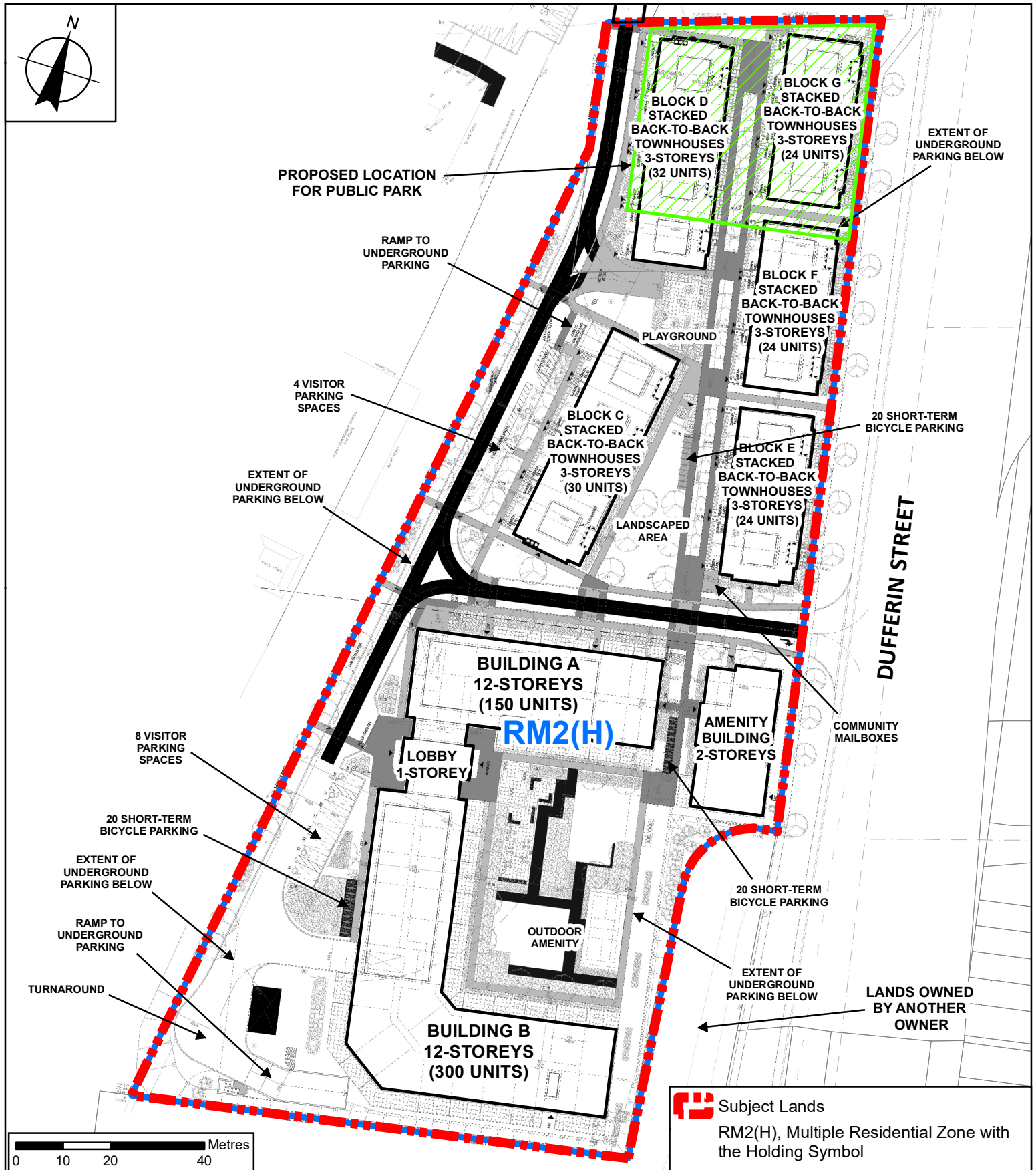


Mauro Peverini, Acting Chief Planning Official

Reviewed by



Jim Harnum, City Manager



Conceptual Site Plan & Proposed Zoning

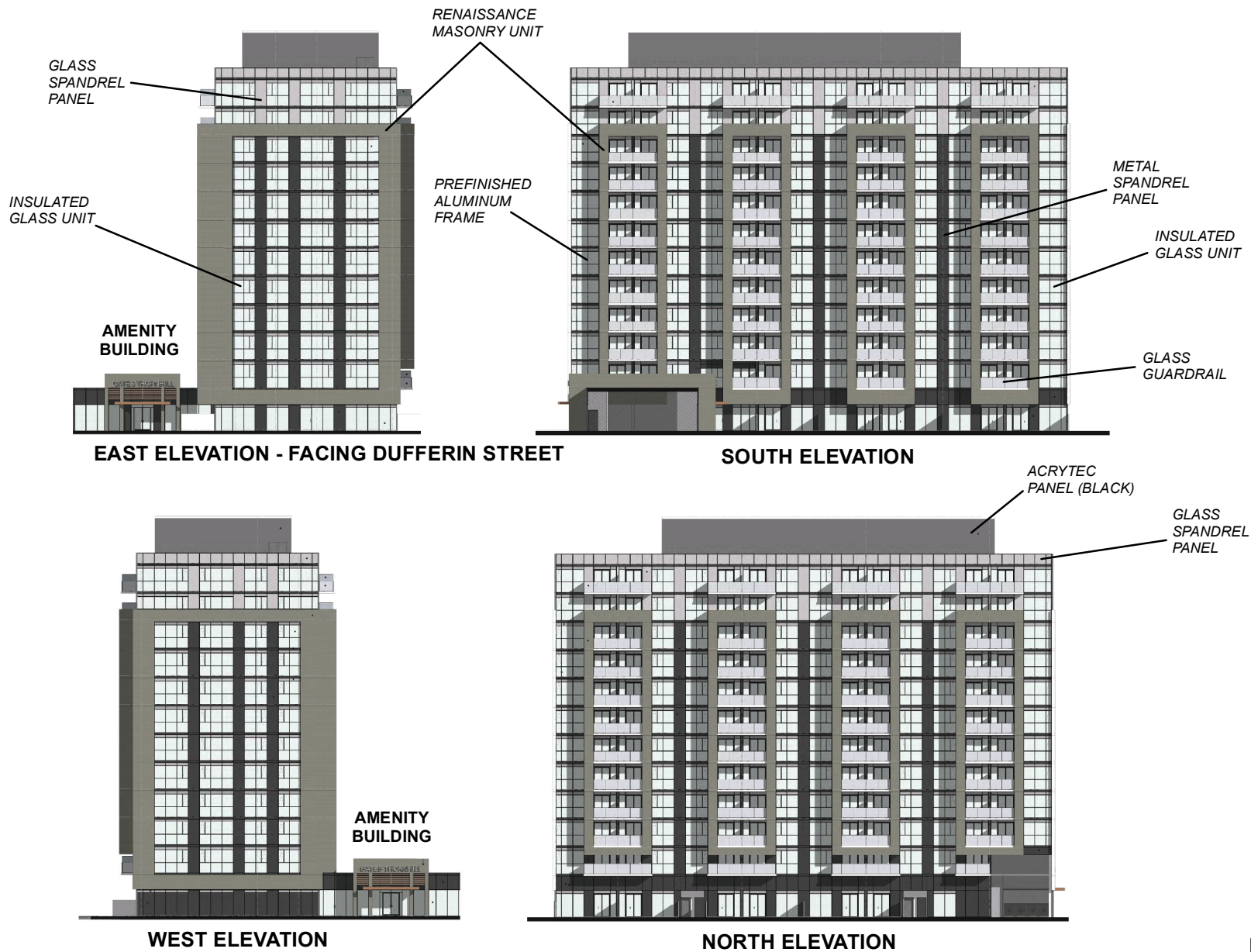
LOCATION: Part of Lot 6, Concession 3;
7850 Dufferin Street

APPLICANT:
Dufcen Construction Inc.



Attachment

FILES: OP.17.013 and
Z.17.040
RELATED FILE: DA.20.023
DATE: March 8, 2021



Not to Scale

Conceptual Building Elevations - Building A

LOCATION: Part of Lot 6, Concession 3;
7850 Dufferin Street

APPLICANT: Dufcen Construction Inc.

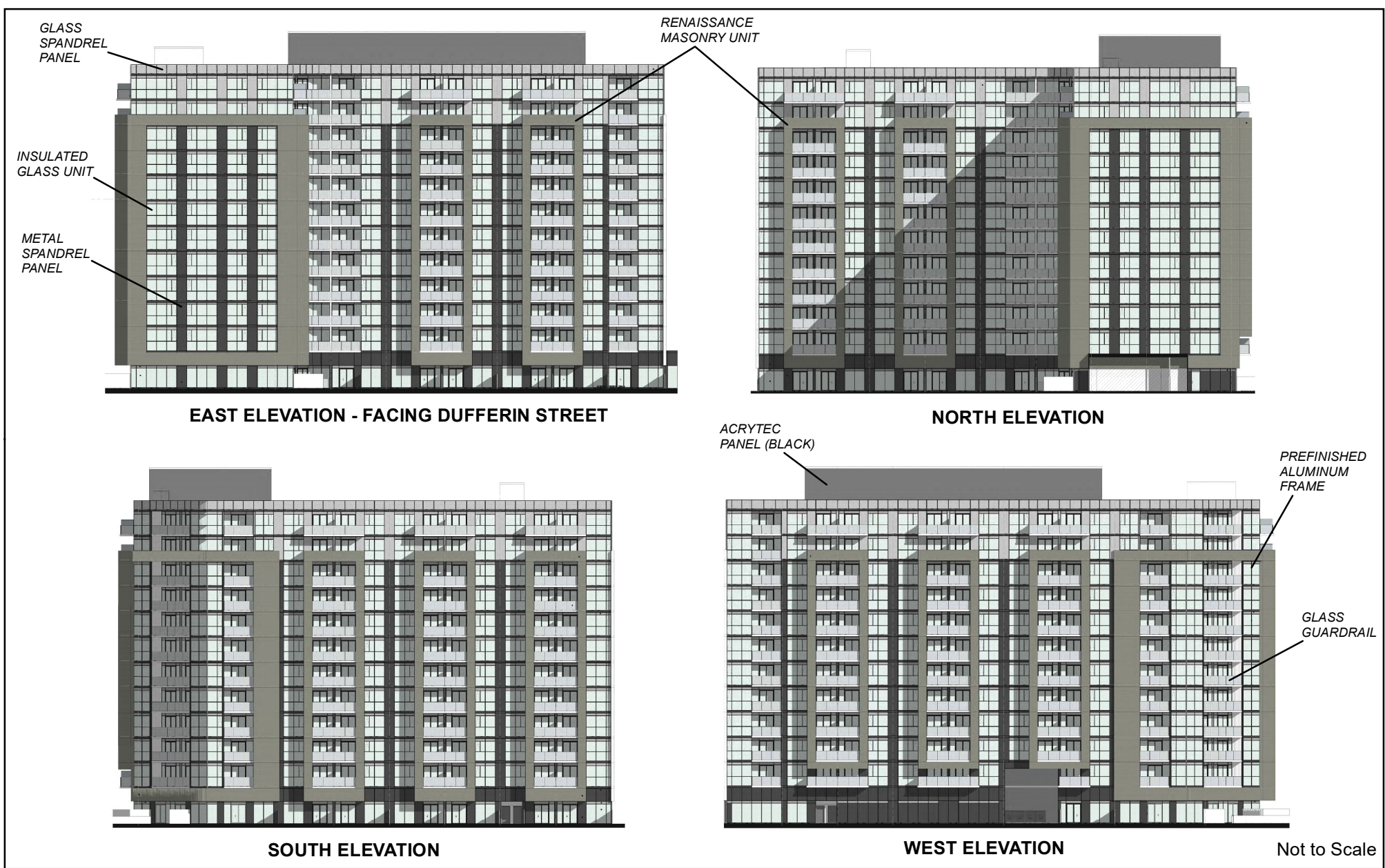


Attachment

FILES: OP.17.013 and
Z.17.040
RELATED FILE: DA.20.023

DATE: March 8, 2021

3



Conceptual Building Elevations - Building B

LOCATION: Part of Lot 6, Concession 3;
7850 Dufferin Street

APPLICANT: Dufcen Construction Inc.



Attachment
4

FILES: OP.17.013 and
Z.17.040
RELATED FILE: DA.20.023

DATE: March 8, 2021

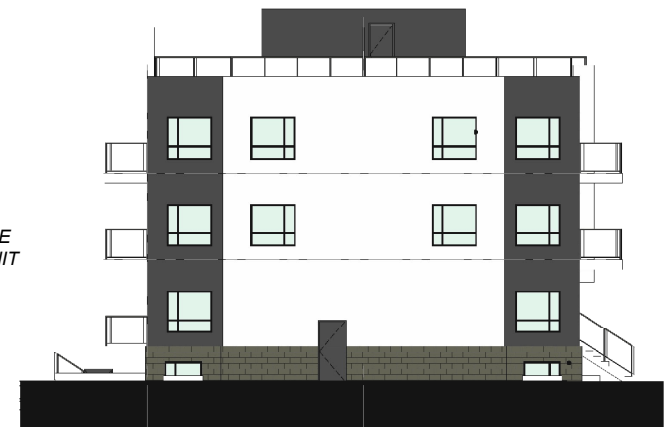
ACRYTEC
PANEL (BLACK)

ACRYTEC
PANEL (FROST)

RENAISSANCE
MASONRY UNIT



EAST ELEVATION - FACING DUFFERIN STREET

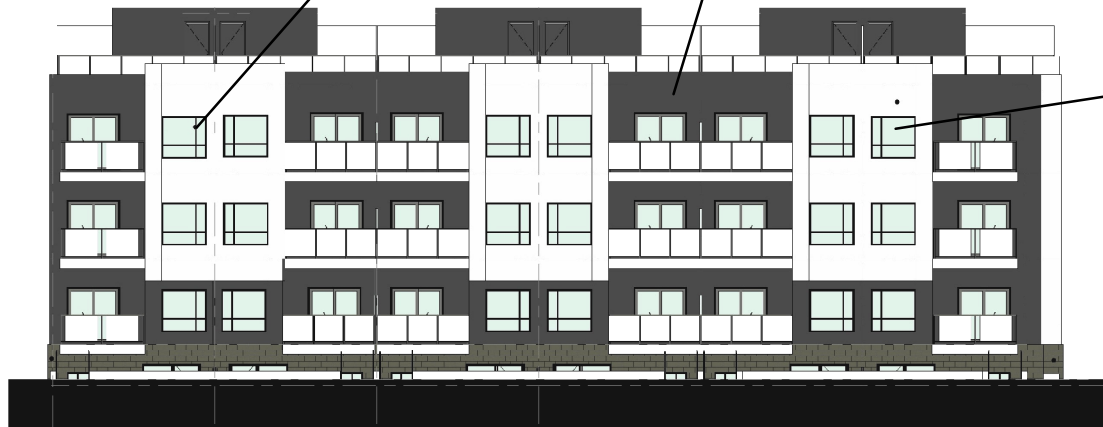


SOUTH ELEVATION - FACING INTERIOR ROAD

PREFINISHED
ALUMINUM
FRAME

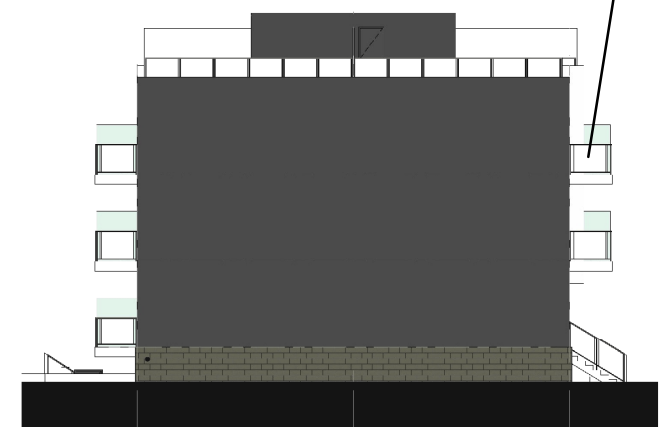
ACRYTEC
PANEL (BLACK)

INSULATED
GLASS UNIT



WEST ELEVATION

GLASS
GUARDRAIL



NORTH (INTERIOR SIDE) ELEVATION

Not to Scale

Conceptual Typical Stacked Back-to-Back Townhouse Elevations - Block E (Facing Dufferin Street)

LOCATION: Part of Lot 6, Concession 3;
7850 Dufferin Street

APPLICANT:
Dufcen Construction Inc.



Attachment

FILES: OP.17.013 and
Z.17.040
RELATED FILE: DA.20.023

DATE: March 8, 2021

5

ACRYTEC
PANEL (BLACK)

ACRYTEC
PANEL (FROST)

PREFINISHED
ALUMINUM
FRAME



WEST ELEVATION - FACING INTERIOR ROAD

RENAISSANCE
MASONRY UNIT



SOUTH ELEVATION - FACING INTERIOR ROAD

GLASS
GUARDRAIL

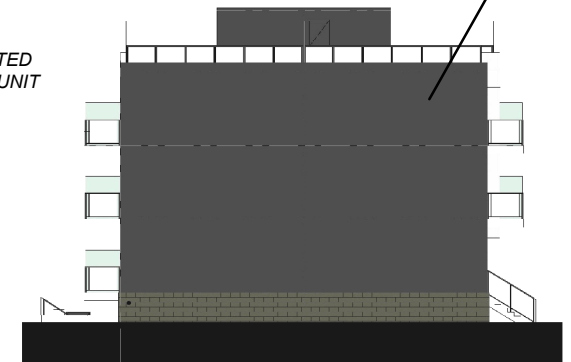
ACRYTEC
PANEL (BLACK)

INSULATED
GLASS UNIT



EAST ELEVATION

ACRYTEC
PANEL (BLACK)



NORTH (INTERIOR SIDE) ELEVATION

Not to Scale

Conceptual Typical Stacked Back-to-Back Townhouse Elevations - Block C (Facing Interior Road)

LOCATION: Part of Lot 6, Concession 3;
7850 Dufferin Street

APPLICANT:
Dufcen Construction Inc.



Attachment

FILES: OP.17.013 and
Z.17.040
RELATED FILE: DA.20.023

DATE: March 8, 2021

6

Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD(S): ALL

TITLE: SUSTAINABILITY PERFORMANCE METRICS PROGRAM
UPDATE (FILE 22.24.3)

FROM:

Jim Harnum, City Manager

ACTION: DECISION

Purpose

To provide Council with an update on the Sustainability Performance Metrics Program and seek endorsement, in principle, of the revised Sustainability Performance Metrics.

Report Highlights

- Staff revised the Sustainability Performance Metrics between 2018 to 2021, in collaboration with the City's partner municipalities (Richmond Hill, Brampton, and Markham), to address new Provincial and Regional policy and legislation, best practices and standards, and stakeholder feedback.
- Staff and the City's partner municipalities will continue to meet with the Building Industry and Land Development Association (York and Peel Chapters) in 2021 to confirm final updates to the Sustainability Performance Metrics to ensure the Metrics are clear, measurable, and implementable.
- Staff continues to implement and monitor the Sustainability Performance Metrics Program in collaboration with the City's partner municipalities.
- Staff support the development of green roof standards and adoption of a by-law to further implement the Sustainability Performance Metrics Program and City-wide Urban Design Guidelines.

Recommendations

1. That the recommended revisions to the Sustainability Performance Metrics (Attachment 1) be approved in principle subject to further consultation with building industry stakeholders;
2. That staff be directed to review the feasibility of developing green roof standards and by-law to support the implementation of the Sustainability Performance Metrics Program and City-wide Urban Design Guidelines; and
3. That staff be directed to continue their work on the Implementation and Monitoring Strategy for the Sustainability Performance Metrics Program, including establishing revised Sustainability Threshold Scores.

Background

The Sustainability Performance Metrics Program began as a collaboration between the municipalities of Vaughan, Brampton, and Richmond Hill

The Sustainability Performance Metrics Program ('SPM Program' or 'the Program') was initiated by the City of Vaughan in 2013, in partnership with the cities of Brampton and Richmond Hill (the original partner municipalities). The Program consists of Metrics in four theme areas (built environment, mobility, natural environment and open space, and infrastructure and buildings), a scoring tool, and supportive materials to quantify the sustainability performance of new development projects.

The start of the SPM Program testing stage was approved by Council in 2015. In May 2018, staff reported on the completion of the testing stage and resulted in Council approval of full implementation of the SPM Program and accompanying Sustainability Threshold Scores. Council also directed staff to update the Metrics, as needed, and to provide Council with updates on the SPM Implementation and Monitoring Strategy action items.

The Program is flexible and provides a large range of Metrics to achieve Sustainability Threshold Scores

In keeping with the flexibility requested by external stakeholders since 2013, the applicant can tailor the sustainable design features to the site by choosing which Metrics to pursue from a large range of options. Site Plan (excluding minor applications), Draft Plan of Subdivision, and Block Plan Applications submitted after October 1, 2018 are expected to meet or exceed the Bronze Threshold Score, as per

Table 1 below. All applicable development applications within the Vaughan Metropolitan Centre (identified as an Urban Growth Centre in the Growth Plan for the Greater Golden Horseshoe, 2020) are expected to meet or exceed the Silver Threshold Score, identified in Table 1 below.

Table 1: Council Endorsed Sustainability Threshold Scores

Council Endorsed Sustainability Threshold Scores			
Performance Level	Site Plan	Draft Plan of Subdivision	Block Plan
Bronze	31 to 45 points	21 to 30 points	31 to 40 points
Silver	46 to 60 points	31 to 40 points	41 to 50 points
Gold	61 or More points	41 or more points	51 or more points

The Sustainability Performance Metrics Project Update began in 2018 and was led by Richmond Hill, in collaboration with the partner municipalities and consultant Morrison Hershfield

The Sustainability Metrics Project Update ('Project Update') was initiated in the fall of 2018 and was comprised of the following tasks:

- Review and revision of the quantitative Sustainability Performance Metrics ('quantitative Metrics' or 'Metrics') to address new Provincial and Regional policy and legislation, best practices and standards, and stakeholder feedback
- Re-evaluation of the Sustainability Threshold Scores to implement revised quantitative Metrics
- Migrating the quantitative Metrics to a web form/tool for ease of applicant submission and City tracking
- Ongoing stakeholder outreach and education

The revision of the quantitative Metrics was led by Richmond Hill in collaboration with the original partner municipalities to ensure information and cost sharing, and to maintain consistency as requested by external stakeholders since 2013. Richmond Hill retained Morrison Hershfield as the consultant to undertake the update and provide expertise in the implementation and evaluation of sustainable development. The original partner municipalities were joined by the City of Markham in 2019 to form the current partner municipalities.

The final report outlining the revised quantitative Metrics marks a major milestone in the Project Update

Morrison Hershfield and the partner municipalities have completed the major revisions to the quantitative Metrics; achieving a major milestone in the collaborative Project Update. This work included background research and analysis, internal and external stakeholder consultation, and is detailed in Attachment 1: Sustainability Metrics Update Final Report. This work was funded in part by a Federation of Canadian Municipalities (FCM) grant awarded to Richmond Hill, with the requirement that any major updates be completed by February 2021. The City of Richmond Hill Council endorsed the Project Update on Wednesday January 27, 2021 without any amendments or deputations. The Cities of Brampton and Markham will also seek endorsement from their respective Councils on the revised Metrics in March 2021.

Notwithstanding the FCM grant requirement, the partner municipalities will work with BILD to confirm final Metrics revisions in the immediate future through a working group. After final revisions are confirmed, the partner municipalities will continue to meet with BILD to monitor and improve implementation of the SPM Program.

Some SPM Implementation and Monitoring Strategy action items, specifically, the creation of an SPM web tool and the review of incentives, are postponed until after the revised Metrics are finalized to avoid duplication in effort.

The Project Update will further support implementation of Vaughan Official Plan 2010 and Green Directions Vaughan 2019 to create a City with sustainable built form

The SPM Program is integrated with the development application review process to implement the City of Vaughan Official Plan 2010 policies in Section 9.1.3 – Sustainable Development. The SPM Program also implements a specific objective of Green Directions Vaughan (GDV), the City's Community Sustainability Plan, to create a City with a sustainable built form; the Project Update will further support implementation of these documents. The Project Update also addresses 2019 GDV updates including alignment with the United Nations Sustainable Development Goals, stronger emphasis on climate resiliency, and greater recognition of community and stakeholder contributions to sustainability achievements.

The Project Update will further advance 14 of 24 Term of Council priorities

The Vaughan 2018-2022 Term of Council Service Excellence Strategic Plan priorities that are advanced by the Project Update include:

- Transportation and Mobility: Improve local road network; Support regional transportation initiatives; Advance active transportation
- City Building: Develop the Vaughan Metropolitan Centre; Elevate the quality of life through city planning
- Environmental Stewardship: Protect and respect our environment; Proactive environmental management; Build the low-carbon economy and a resilient city
- Active, Safe and Diverse Communities: Enhance community well-being; Enrich our communities; Maintain safety in our community
- Economic Prosperity, Investment and Social Capital: Attract new investments
- Good Governance: Ensure Transparency and Accountability; Commitment to Financial Stewardship and Sustainability (Demonstrate Value for Money).

Previous Reports/Authority

The May 23, 2018 report entitled “Final Report on the Testing Stage of the Sustainability Performance Metrics Program File No. 22.24.3” can be accessed via the link below:
https://www.vaughan.ca/council/minutes_agendas/AgendaItems/CW_0508_18_13.pdf

The Sustainability Performance Metrics webpage can be accessed via the link below:
<http://vaughan.ca/sustainabilityMetrics>

Analysis and Options

PROCESS TO REVISE QUANTITATIVE METRICS

Changes to Provincial and Regional planning policy and legislation, sustainability best practice, and stakeholder feedback received since 2013 necessitated revisions to the quantitative Metrics

In 2018, Council directed staff to review and update the SPM Program periodically to address any new best management practices. Current stakeholder feedback received during the 2019/2020 engagement efforts, and comments received since SPM Program development in 2013 were used to revise the Metrics. The Metric revisions also address changes to Provincial planning policy and legislation and sustainability best practice, some of which are listed below.

Draft York Region Climate Change Action Plan (March 2020): Provides actions to “maintain residents’ quality of life, minimize disruptions to the natural environment, avoid significant costs over the coming decades and to ensure communities in York Region continue to thrive under changing climate conditions”.

Changes to Provincial Plans: Preserving and Protecting our Environment for Future Generations: A Made-in-Ontario Environment Plan, 2018 establishes Greenhouse Gas reduction targets and actions to achieve these targets. The Growth Plan for the Greater Golden Horseshoe, 2020 and Provincial Policy Statement, 2020 emphasize green infrastructure, transit-supportive communities, and a mix of housing choices.

Changes to the *Planning Act*: Bill 73: *Smart Growth for Our Communities Act*, 2015 amended the *Planning Act* to establish provisions for the promotion of a built form that is well-designed, encourages a sense of place, and provides for public spaces that are high quality, safe, accessible, attractive, and vibrant.

Energy Efficiency Updates to the Ontario Building Code (January 2017): Revised energy efficiency standards in the Ontario Building Code created redundancies with the 2013 energy efficiency Metrics in the Sustainability Metrics Program. This necessitated an update to the Metrics relative to building code changes.

CTC Source Water Protection Plan (December 2018): Requires municipalities to implement low impact development techniques for stormwater management in order to retain infiltration on site within Recharge Management Areas.

Ontario Regulation 588/17: Requires green infrastructure to be incorporated into municipal asset management.

Vaughan City Wide Urban Design Guidelines (2018): The award-winning Guidelines ensure intensification supports compelling, mixed-use communities, active transportation, innovation in sustainability, social/cultural vibrancy, and a high-quality of life for Vaughan residents. Site and building design provide performance standards to guide development. The Urban Design Guidelines complement and support the City’s existing policies and guidelines.

The Technical Advisory Team engaged internal stakeholders in all partner municipalities throughout the process

Staff representation from all partner municipalities formed the Technical Advisory Team (TAT). The TAT attended multiple working sessions to:

- Review Morrison Hershfield's work
- Address stakeholder feedback
- Review and revise the quantitative Metrics

Planners and technical professionals from all partner municipalities reviewed and commented on the original suite of Metrics and standards, draft revisions to the Metrics, and feedback received from external stakeholders. Internal stakeholder feedback informed subsequent refinements to the quantitative Metrics.

The Consultant and Technical Advisory Team solicited 467 comments from external stakeholders on the original Program

Comments were received from the following agencies and stakeholders:

- Consultation with the Building Industry and Land Development Association (BILD) – York and Peel Chapters
- Consultants and Local Developers
- Clean Air Partnership, Atmospheric Fund, Canada Green Building Council
- York Region and Peel Region
- Clean Air Council, and Toronto and Region Conservation Authority

Attachment 1 to this Report provides information on external stakeholder comments received via in-person workshops and through circulation of materials, and how these comments were addressed.

BILD was engaged to provide input into revisions to the quantitative Metrics

The Consultant and the TAT engaged BILD as follows:

- January 27, 2020 – BILD participated in stakeholder workshop that provided an overview of proposed changes, and solicited comments
- February 21, 2020 – BILD provided written comments on the proposed changes circulated by the Consultant
- December 2, 2020 – BILD participated in a virtual meeting with the TAT; the TAT provided a status update, the draft revisions to the Metrics and identified how BILD's February comments were addressed through a presentation (Attachment 2)
- December 11, 2020 – BILD provided additional comments (Attachment 3) on the May 2020 Sustainability Metrics Update Draft Report
- December 18, 2020 – Richmond Hill staff met with BILD on behalf of the TAT. At this meeting, it was agreed the partner municipalities and BILD will form a working group. This working group will meet to confirm final changes to the

revised quantitative Metrics in order to ensure they are clear, measurable, and implementable

The December 11, 2020 BILD comments have been summarized into key themes and addressed below.

1. Sustainability Metrics Program Effectiveness

BILD has commented on the effectiveness of the Program. The Program has been tracked and monitored for effectiveness while being successfully implemented in the original partner municipalities for a number of years. The partner municipalities have addressed specific stakeholder comments regarding effectiveness where appropriate and has improved effectiveness through the revised Metrics. The partner municipalities will continue to work with BILD to ensure the Program is effective, and further the shared goal of better and more sustainable development.

2. Implementation of the Updated Metrics

Through consultation, staff understood there may be confusion surrounding the role and implementation of the Program. Specifically, whether the Metrics and accompanying standards are mandatory, and in particular, Metrics representing improvements beyond current Ontario Building Code requirements. The intention of the Program is to provide a flexible menu of green development standards that exceed mandatory requirements. The applicant is not required to implement all Metrics and is free to choose which Metrics to pursue to meet the Sustainability Thresholds in the respective municipality.

3. Housing Affordability

The Building Industry and Land Development Association has commented that the costs of implementing the Metrics will influence housing affordability. In general, Vaughan is initiating a housing affordability strategy to identify tools to address housing affordability within the City. Many of the individual Metrics address common exterior design elements that are understood and well known in the industry (e.g., landscaping, cladding, neighbourhood design, reduced parking footprint, promoting active transportation, pedestrian amenities) and do not result in a large price premium.

Measures that relate to higher performance under the Ontario Building Code can be more costly. However, even zero carbon buildings (ZCBs) can be achieved with a positive financial return of 1% over a 25-year life-cycle, inclusive of carbon pollution pricing, and require a modest 8% capital cost premium, as per the 2019 Report by

Canada Green Building Council entitled “Making the Case for Building to Zero Carbon”. This analysis was undertaken by the Canada Green Building Council and assumed an average cost of carbon pollution of \$150 per tonne. As the cost of carbon rises over time, the financial return from ZCBs will only grow. Energy efficiency and climate resiliency Metrics can create long term cost savings or cost avoidance for the homebuyer.

The partner municipalities will continue to meet with BILD prior to finalizing the revised Metrics to ensure they are clear, measurable, and implementable

The Building Industry and Land Development Association will continue to be engaged through the working group. Feedback from BILD continues to be considered and addressed as for other elements of the development application and approvals process. The SPM Program is a living program, and stakeholder feedback is always welcome at any stage. The partner municipalities will also provide the building community with further informational materials as well as educational sessions and content as requested by BILD.

METRICS REVIEW AND RECOMMENDED CHANGES

Recommended changes include the removal and addition of certain Metrics, the revision of existing Metrics, and organizational improvements

Revisions to the quantitative Metrics reflect internal and external stakeholder feedback, changes to Provincial and Regional policy and legislation, and best practice review of industry standards. New and revised point allocations were based on certain criteria including the following:

- Historical uptake
- Level of complexity
- Perceived cost
- Desire to incentivize Metrics that advance municipal priorities

Overall, eleven Metrics were carried forward with minor changes, eleven Metrics were removed, and twelve new Metrics were added. The consultants looked at opportunities to streamline and reduce submission materials wherever possible and, conducted a review and revised point allocation. Updates were also made to the format, terminology, and the Program guidebook.

Detailed information on revisions to Metrics and organizational changes can be found in Attachment 1 to this Report. The rationale for the revisions to the Metrics are provided

below. A summary of the specific Metrics revisions and new Metrics are found in Attachment 4.

Metrics Recommended to be Removed

Several Metrics were determined to be redundant with Official Plan policies and the Ontario Building Code. Others were determined to be no longer relevant based on new industry standards. These Metrics were either removed entirely or incorporated into new or updated Metrics where appropriate.

Metrics Recommended to be Carried Forward with Changes

Several Metrics were confirmed to still be relevant and contribute to the variety and flexibility requested by external stakeholders since 2013. Changes to these Metrics range from minor to major, and are based on the following:

- Improve clarity and organization
- Address new sustainability standards
- Advance Council priorities
- Adjust point allocations

Changes to point allocations were made in response to stakeholder feedback and the point allocation criteria referenced above.

Metrics Recommended to be Added

Several new Metrics are proposed that:

- Add variety to the current suite of Metrics
- Reflect new sustainability standards
- Support energy efficiency
- Address climate change adaptation and resiliency
- Received support during internal and external stakeholder consultation

The new “Innovation” metric provides additional flexibility in achieving the Sustainability Threshold Scores and allows applicants to present new ideas beyond the Program that result in real sustainability benefits. This new metric is aligned with the spirit of the City-Wide Urban Design Guidelines that allows applicants the flexibility to provide practical alternatives that result in urban design excellence. In addition, the new “Supporting Pollinators” metric advances the objectives of the Mayors’ Monarch Pledge, approved by Council in 2018.

PROJECT UPDATE – INCENTIVES REVIEW

Morrison Hershfield undertook a review of both financial and non-financial options to incentivize the Program

Members of the building community continue to request an expedited approval process (via special treatment or technical services and exemptions), and financial incentives such as development charges rebates and/or monetary grants. Morrison Hershfield has examined the pros and cons of financial incentives alongside other options. These other options include education and training, recognition, and mandatory requirements. This review will be examined in detail as part of the development of an SPM incentives program. City staff will provide Council with an update in 2022, as part of the overall update.

The Servicing Capacity Distribution Policy has been updated to acknowledge the Program

Since the endorsement of the SPM Program in 2018, staff has been exploring potential incentives to encourage developments to achieve their sustainability goals including awards-based recognition of high-scoring developments. Policy Planning and Environmental Sustainability (PPES), Development Engineering (DE) and Infrastructure Planning and Corporate Asset Management (IPCAM) will be reviewing the Servicing Capacity Distribution Policy to include Sustainability Threshold Scores in decision making. It is noted the Servicing Capacity Distribution Policy has been updated to acknowledge the SPM Program.

On December 17, 2019 a formal Servicing Capacity Distribution Policy (Corporate Policy Number 08.C.01) was approved by Vaughan Council. The 2019 Policy was updated to optimize capacity allocation by identifying best practices for the provision of servicing, mitigation options, and water and wastewater sustainability strategies. The Policy states that development applications are placed in one of two priority categories prior to receiving formal allocation. Development applications are generally prioritized based on the status of planning approvals and anticipated timing of development.

The Policy suggests innovative and sustainable water and wastewater reduction initiatives to be explored:

- York Region's Servicing Incentive Program (SIP)
- York Region's Sustainable Development through Leadership in Energy and Environmental Design (LEED) Incentive Program
- York Region's Developer-funded Inflow and Infiltration (I & I) Reduction Program

As the City's SPM Program is in place, PPES, DE and IPCAM staff will work together to meet the requirements of York Region's servicing capacity allocation measures as they relate to development applications.

GREEN ROOF STANDARDS AND BY-LAW

Staff support the development of green roof standards and a by-law review

The Growth Plan for the Greater Golden Horseshoe, 2020 identifies the need to incorporate appropriate low impact development and green infrastructure into the design of complete communities through stormwater management practices. Green infrastructure has also been incorporated into asset management planning as directed in Ontario Regulation 588/17. Green roofs have become a solution for stormwater management and reducing the urban heat island and associated energy use for cooling with a particular focus in intensification areas. As such, Morrison Hershfield updated the current Metrics relating to roof space to reduce heat islands using the City of Toronto Green Standards V.3, 2018 to guide the update.

Morrison Hershfield was also retained by the City of Richmond Hill to conduct a best practice review of green roof standards and by-laws. The City of Toronto's approved Green Roof Program was used as a case study as they have implemented green roof standards and a by-law for several years. Prior to the endorsement of the standards, City of Toronto staff developed a Green Roof Strategy (2006), Green Roof Incentive Program as well as promotional and educational resources.

Spearheaded by high rise development and further intensification in the VMC, the City's new and rapidly growing downtown, the City of Vaughan has quickly transformed to one of the largest and most rapidly growing suburban municipalities in Canada. City staff through the SPM Program have been promoting the implementation of green roofs in the VMC and other intensification projects. However, there has been limited uptake, and staff have identified the lack of standards as one of the main reasons. Therefore, there is a need to review the feasibility of developing green roof standards and a requisite by-law for the City of Vaughan. This also includes researching the tools needed to approve and secure green roofs in the development review and building permitting processes.

NEXT STEPS FOR IMPLEMENTATION

Funding has been secured and staff continue to work on the Sustainability Scoring Tool

A budget is in place (PL-9574-19) to replace the existing Excel-based SPM Program Scoring Tool with a web-based scoring tool, which will also function as an automated tracking tool to monitor progress of the Program. The partner municipalities are exploring the development of a universal web-based tool for all four municipalities. This effort will be initiated in 2021 as any future changes to the Metrics will be minor in nature. The work is expected to be completed by Q4 2021/Q1 2022.

Brampton, with support from the partner municipalities, will secure a consultant to support the revision of the Sustainability Threshold Scores and develop educational and training tools

The partner municipalities will aim for consistency between municipalities in the development of their respective Sustainability Threshold Scores. This effort will include the following steps:

- Deliver an objective approach toward revised Sustainability Threshold Scores that reflect the revised Metrics, as well as the current environmental sustainability and climate change goals and objectives of the partner municipalities (note that the City of Richmond Hill has already received Council endorsement of their revised Sustainability Threshold Scores)
- Explore the requirement for higher Sustainability Threshold Scores for urban centres and intensification areas
- Garner stakeholder support for the updated Sustainability Threshold Scores and SPM Program overall
- Develop informative and engaging education and training tools that improve implementation of the SPM Program

Collaboration will continue between partner municipalities to improve the Program

City of Vaughan staff collaborated in the development of the Clean Air Partnership (CAP) study, “Towards Low Carbon Communities: Creating Municipal Green Development Standards (An Implementation Toolkit for Municipal Staff)”. This study provides a comprehensive review of Green Development Standards (GDS) and identifies the benefits for both municipalities and the development community.

The Clean Air Partnership study, funded in part by the FCM under the Transformation 2050 program, verified that a GDS program can minimize the burden of additional municipal infrastructure, but also contribute to short and long-term fiscal sustainability. The study also found that the development community prefers that the same GDS requirements would apply cross-jurisdictionally as this would reduce the complexity and

burden of navigating different standards. Therefore, the collaboration between the partner municipalities demonstrates this needed coordination.

City staff will continue to coordinate with the partner municipalities in order to align practices and processes. Staff will be undertaking the following action items:

- Identify possible updates to the Site Plan Control By-law to support the SPM Program
- Perform refinements to the guidebook, verification metric forms and web page, as needed
- Update the City of Vaughan Official Plan 2010, specifically the policies of Section 9.1.3 – Sustainable Development, through the Official Plan Review process to better support the SPM Program
- Provide additional guidance, support, and training to City staff and external stakeholders
- Continue to deliver webinars to municipalities in the Greater Toronto Area and beyond to promote consistent green development standards, in collaboration with the Clean Air Council
- Develop a marketing strategy and campaign to promote the SPM Program

Financial Impact

The ongoing municipal partnership allows for cost-sharing, and the nature of the Program provides opportunities for partial-funding through grants

Sustainability Metrics Project Update: A memorandum of understanding was signed in 2019 between the partner municipalities that included a \$10,000 contribution from the City of Vaughan (PL-9574-19), and financial contributions from the other partner municipalities, to hire Morrison Hershfield to revise the Metrics. A grant from the FCM was received to fund this work.

Sustainability Metrics Web-Based Scoring Tool: An approved budget is in place (PL-9574-19) for the development of the Web-Based Scoring Tool. The City is exploring a potential collaboration with the partner municipalities to share costs and information.

Sustainability Threshold Scores and Implementation Support Project: The partner municipalities will be examining the feasibility of retaining consultants to develop consistent Sustainability Threshold Scores for all the municipalities. The City of Brampton is taking the lead and is applying for a grant from the Toronto Atmospheric Fund, a modest financial contribution of \$5000.00 (PL-9574-19) from each partner municipality may be required to leverage the grant.

Sustainability Performance Metrics Program Implementation and Monitoring Strategy (Ongoing): A number of financial and non-financial incentives to support the Program are outlined in the Section above, “Project Update – Incentives Review”. Future incentive programs and measures recommended by staff will be brought for Council’s consideration and their implementation may require additional staffing resources and additional funding. Financing options for incentives strategies will be clearly described in any future report(s) to Council.

Staff will monitor the SPM Program over the next year to evaluate the need for additional financial resources and through the normal budget approvals process.

Broader Regional Impacts/Considerations

Vaughan and partner municipalities remain leaders in green development standards

Vaughan, alongside the partner municipalities, has supported and will continue to support other Greater Toronto Area municipalities in the development of their own GDS to provide for further consistency in standards. Vaughan and the partner municipalities have also supported the non-profit organization Clean Air Partnership in the development of a 2020 GDS toolkit that is available to all municipalities. In addition, York Region has initiated an effort to support municipalities in developing GDS and has consulted with Vaughan staff.

Conclusion

The recommended revisions to the Metrics address new Provincial and Regional policy and legislation, best practices and standards, and stakeholder feedback. These revisions will further implement the objectives of Green Directions Vaughan and will further support many Term of Council Priorities.

The partner municipalities and BILD have agreed to form a working group to confirm minor revisions to the quantitative Metrics. Staff will continue work on Implementation and Monitoring Strategy action items in collaboration with the partner municipalities, that includes updating the Threshold Sustainability Scores and developing a web-based scoring tool.

The Sustainability Performance Metrics Program remains an important tool to increase the sustainability of new development City-wide and implement Provincial and Regional policy direction to achieve complete communities.

For more information, please contact Ruth Rendon, Acting Manager of Environmental Sustainability at extension 8104.

Attachments

1. Sustainability Metrics Update Final Report by Morrison Hershfield, December 2020
2. Technical Advisory Committee Presentation to BILD, December 2, 2020
3. Building Industry and Land Development Association – York and Peel Chapters Correspondence, December 11, 2020
4. Sustainability Metrics Update - Summary of Revisions to Metrics, February 2020

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Final Report

Sustainability Metrics Update

Presented to:

City of Richmond Hill

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May 5, 2020

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS	I
EXECUTIVE SUMMARY	II
1. INTRODUCTION	1
1.1 Background	1
1.2 Sustainability Defined	3
1.3 Process	5
2. UPDATES TO THE METRICS	9
2.1 Points Allocations and Threshold Scores	9
2.2 Review of Point Allocations	10
2.3 Metrics Carried Forward with Minor Changes Only	10
2.4 Removed Metrics	11
2.5 New Metrics	11
2.6 Metrics with Changes	15
2.7 Energy and GHG Reduction Metrics	22
3. CONCLUSION	24
3.1 Next Steps and Implementation	24
APPENDIX A: Sustainability Metrics Guidebook (current to December 2020)	
APPENDIX B: Metrics Re-Numbering	
APPENDIX C: Energy and GHG Analysis	

ACKNOWLEDGMENTS

The Sustainability Metrics Update and Incentives Project (Project) represents a unique collaboration between the City of Richmond Hill, City of Brampton, City of Vaughan and the City of Markham.

Morrison Hershfield (MH) was retained to complete the Project. The Project was undertaken in two parts, Part one is to update the inter-municipal Sustainability Metrics in response to changes in Provincial planning policy and legislation. This part was done in collaboration with the municipal partners and is summarized in this report. Part two which will be completed following the completion of Part one will investigate potential incentives to encourage developments to achieve their sustainability metrics goals, and to recommend the implementation of a Green Roof By-law for the City of Richmond Hill.

The success of this Project is attributed to the numerous agencies, stakeholders and professionals who shared their thoughts and insight during an extensive engagement process. The project team would also like to recognize the members of the Decision-Making Advisory Team and Technical Advisory Team who devoted their time to the completion of part one of this Project. They include the following:

Decision-Making Advisory Team (DMAT)

Sybelle Von Kursell, City of Richmond Hill
 Tony Iacobelli, City of Vaughan
 Michael Hoy, City of Brampton
 Parvathi Nampoothiri, City of Markham

Technical Advisory Team (TAT)

Brian DeFreitas, City of Richmond Hill
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 Ash Faulkner, City of Vaughan
 Stav Kassaris, City of Brampton
 Audrey Farias, City of Markham
 Matt Meere, City of Markham
 Haley Patel, City of Markham

Special thanks to key municipal and consultant staff who contributed a wealth of knowledge and detailed comments to the update. The project team would like to acknowledge Clean Air Partnership, Peel and York Region BILD Chapters, York Region Public Health, Toronto and Region Conservation Authority, Credit Valley Conservation Authority, Canada Green Building Council, Atmospheric Fund, and the local development industry.

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Consulting Team, Morrison Hershfield

Mark Lucuik
 Patricia Escobar
 Neel Bavishi



EXECUTIVE SUMMARY

The Sustainability Metrics Update and Incentives Project (Project) is a collaboration between the cities of Richmond Hill, Brampton, Vaughan and Markham (the municipal partners). A memorandum of understanding was signed by the municipal partners which included a financial contribution. The Federation of Canadian Municipalities also provided a matching grant of \$50,000 from their Green Municipal Fund.

Morrison Hershfield was retained to complete the Project in two parts. Part one focuses on an update to the Sustainability Metrics indicators. The final deliverable is an update report reflecting an update to the current metrics or the creation of new metrics and targets. Following part one, each individual municipality will focus on project implementation, monitoring, and sharing between municipal partners. Part two is to identify and implement incentives and to recommend a Green Roof By-law for the City of Richmond Hill.

Each Sustainability Metric is an optional choice that will help developments achieve their sustainability goals. Through their proposed developments, applicants must accumulate points by committing to metrics resulting in a score that fall above the mandatory threshold scores endorsed by each respective local municipal Council.

The suite of metrics presented in this report reflect a comprehensive update to the Sustainability Metrics tool that was originally established in partnership by the partner municipalities in 2013. Among other matters, the metrics aim to quantify and rank the sustainability performance of proposed developments and facilitate best practices in sustainable development. Updates to the metrics are briefly summarized in the body of this report with detailed requirements for each metric provided in an appendix that identifies the metric intent, targets, point allocations, document compliance and references. These Sustainability Metrics can apply to a range of planning application types (e.g. block plans, draft plans of subdivision, and site plans) and are organized into four overarching themes, consisting of 43 indicators and 125 optional metrics (depending on plan type) that the development proponent can choose from.

Users should note that the Sustainability Metrics are structured in such a manner that allows an applicant to tailor the sustainability design feature to the site. The benefit to have the same metrics available across multiple municipalities is to help the development industry adhere to a consistent set of sustainable measures that will help provide direction, predictability and reliability. While the Sustainability Metrics are consistent across the partner municipalities, each municipality will elaborate how it intends to encourage the implementation of the tool as part of the planning application review process based on its unique context.

1. INTRODUCTION

1.1 Background

Morrison Hershfield Limited has been retained by the City of Richmond Hill to update the current Sustainability Metrics on behalf of the Sustainability Metrics program's municipal partnership (The Municipal Partners). The partnership was originally made up of the cities of Richmond Hill, Brampton, Vaughan, and now includes Markham.

The current Sustainability Metrics program was launched in 2014 as a tool to achieve healthy, complete, and sustainable communities. The metrics are green development standards that quantify and evaluate the sustainability performance of new development and encourage proponents of development to achieve sustainable design targets that go beyond provincial and municipal requirements. The metrics are adopted as development requirements imposed on the development industry, with typical applicants being developers and their consultant teams. Metrics are assigned a point allocation and applicants are free to choose which metrics they wish to apply to their proposed development site. The total points achieved are then calculated and result in a final sustainability score that is used to evaluate the proposed development. Final sustainability scores are then compared against established threshold scores, as determined by each partner municipality. Threshold scores enable the municipalities to ensure that development applications are achieving a certain level of sustainability performance. The degree and method of adoption is at the discretion of each municipality.

This report highlights an update to the Sustainability Metrics tool. The Sustainability Metrics Update project is intended to accomplish the following objectives:

1. Update the inter-municipal Sustainability Metrics in response to changes in legislation, Provincial Planning policy, and best practices in sustainability since the Sustainability Metrics were first developed;
2. Recommend new Sustainability Metrics that help reduce GHG emissions and aid in achieving the goal of becoming a more sustainable, energy efficient community over the long-term; and
3. Develop an appropriate performance indicator to monitor the success and implementation of the metrics.

Changes to municipal and provincial legislation, policies, and plans have necessitated a review of the Sustainability Metrics program. The previous Provincial government's Climate Change Mitigation and Low- carbon Economy Act, 2016 (repealed on November 14, 2018) and the Climate Change Action Plan establish Ontario's GHG reduction targets and set out actions designed to modify behaviour to achieve these targets. The energy efficiency updates to the Ontario Building Code (January, 2017) have now increased energy efficiency requirements for new buildings to a level beyond that in the existing Sustainability Metrics, meaning that the energy efficiency metrics utilized approved by the three partner municipalities in 2013 are redundant and are not advancing energy efficiency in new development beyond the requirements of the Building Code. Other key factors include the approval of the CTC Source Water Protection Plan (December, 2015), which requires low

impact development techniques, the updates to the Growth Plan for the Greater Golden Horseshoe (May 2019), Oak Ridges Moraine Conservation Plan (May 2017), and Greenbelt Plan (May, 2017), and green infrastructure incorporated into asset management regulation (O. Reg. 588/17). In addition, in March 2020, a draft of York Region's Climate Change Action Plan was released for review.

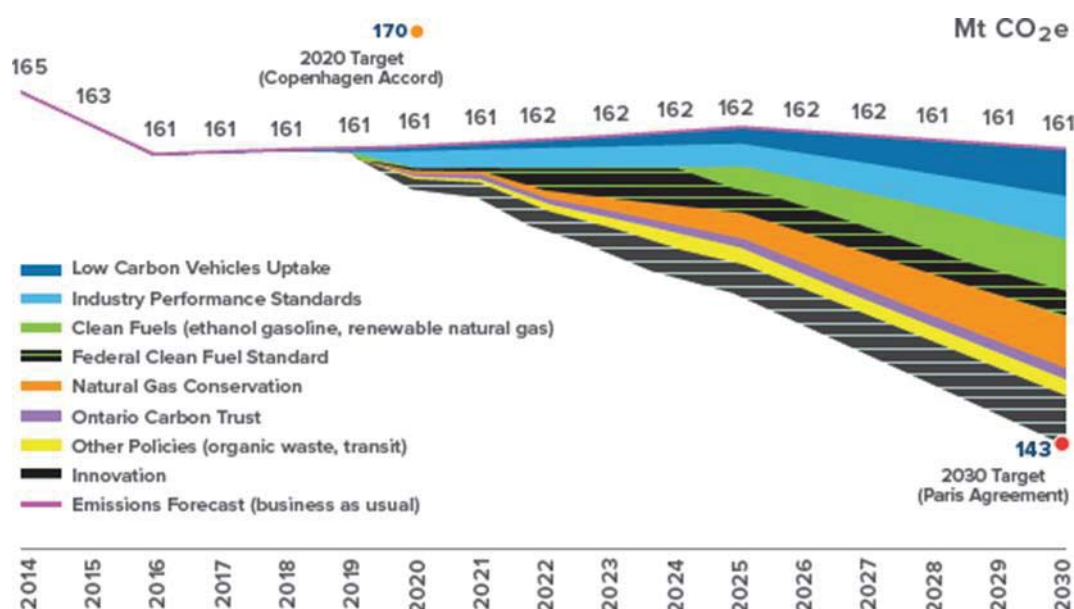


Figure 1: Path to Meeting Ontario's 2030 Emissions Reduction Target (Source: *Preserving and Protecting our Environment for Future Generations: A Made-in-Ontario Environment Plan*, 2018)

Since 2018 there have been a number of changes to Ontario's approach to greenhouse gas reductions, including the adoption of the *Preserving and Protecting our Environment for Future Generations: A "Made -in- Ontario Environment Plan"* (see Figures 1 and 2). This latest plan has major sections related to air and water protection, climate change, waste, and land conservation. Each of these sections is discussed briefly below:

- **Protecting our Air, Lakes and Rivers:** This brief, 7-page section includes some action items but most of these lack the specificity to be beneficial for this work.
- **Addressing Climate Change:** This 15-page segment states that Ontario will reduce its emissions by 30% below 2005 levels by 2030, aligning with Canada's 2030 target under the Paris Agreement. Action items in this section include some focus on resiliency and adaptation, including helpful guidance on how to prevent floods such as keeping your eavestroughs clean. It also includes language around reviewing policies and laws, including the building code, that may affect this project, but the level of detail is insufficient at this time. The plan does encourage innovation and energy conservation and includes a section on reducing transportation emissions by supporting public transportation.
- **Reducing Litter and Waste:** This section includes action items including a banning of food waste from landfill, expansion of green bin systems, guidance on reducing plastic waste, and making producers responsible for waste associated with packaging.

- **Land Conservation:** This section is generally vague in recommendations, but it does state that the Provincial government will work with leaders such as Ducks Unlimited Canada to preserve natural areas and will support the creation of new trails across the province.

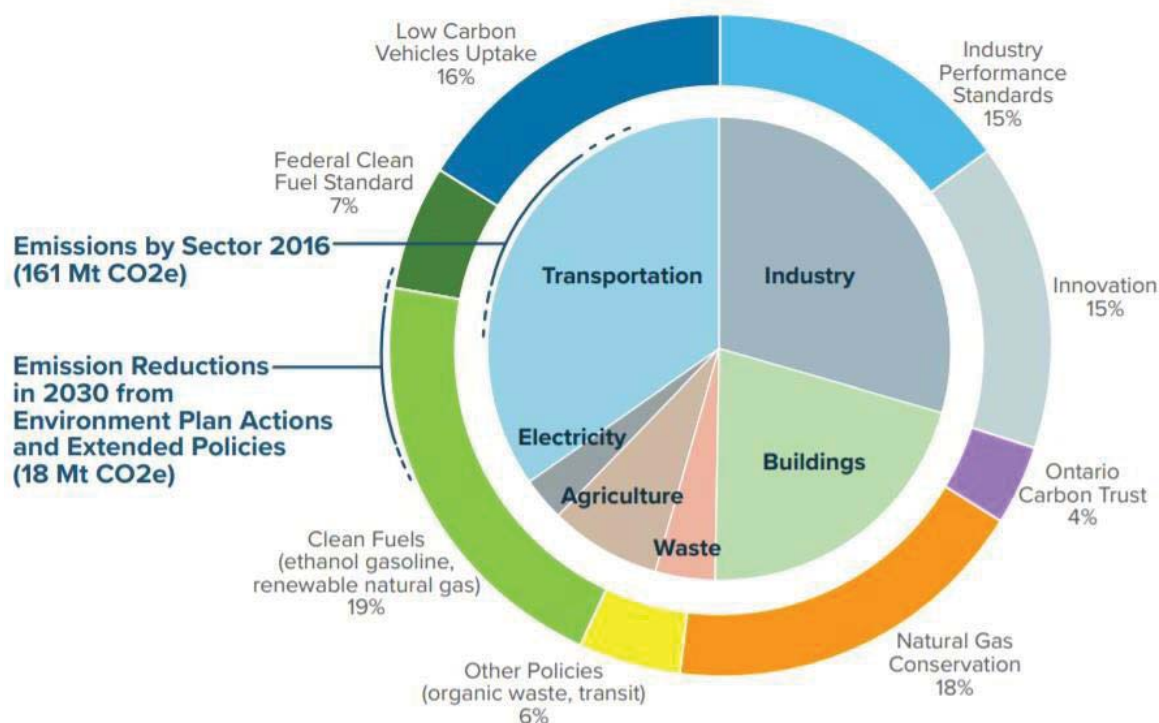


Figure 2: Planned Emission Reductions in 2030 by Sector (Source: *Preserving and Protecting our Environment for Future Generations: A Made-in-Ontario Environment*)

This project is intended to investigate and recommend methods to update and improve the use of the Sustainability Metrics program and in response to climate change concerns to compel the provision of a lower-carbon built form. By updating the existing Sustainability Metrics and providing additional new metrics and programs aimed at facilitating reducing GHG emission reductions in new built form, this project will also support economic development in emerging green building sectors.

1.2 Sustainability Defined

The term “Sustainability” can mean different things to different people. It ranges from energy efficiency to organics, transportation, and the reduction of homelessness. The term covers a very broad spectrum. Fundamentally, sustainability means meeting our own needs without compromising the ability of future generations to meet their own needs. Our needs and future needs include natural, social and economic resources. These are the three pillars of sustainability, each of which must be considered to fully meet our current and future needs (refer to Figure 3).

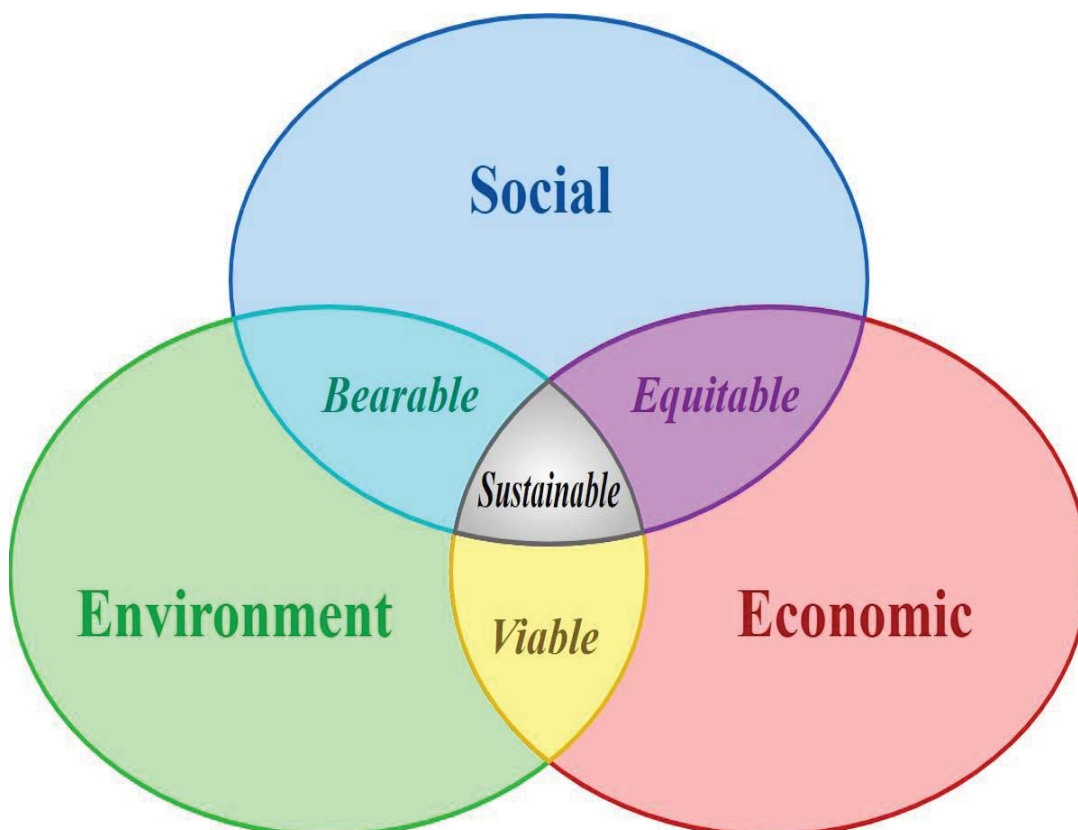


Figure 3: Three Pillars of Sustainability (source: Adam, W.M. IUCN, 2006 retrieved from <https://portals.iucn.org/library/sites/library/files/documents/Rep-2006-002.pdf>)

The following is a brief description of the three pillars of Sustainability:

- **Environmental Sustainability:** Ecological integrity is maintained and all of earth's environmental systems are kept in balance. Natural resources are consumed by humans at a rate where they are able to replenish themselves.
- **Economic Sustainability:** Communities have access to the resources that they require, financial and other, to meet their needs. Economic systems are intact and activities are available to everyone, such as secure sources of livelihood.
- **Social Sustainability:** Universal human rights and basic necessities are attainable by all people.

As indicated in Figure 3 above, the three pillars of sustainability are interrelated. Often specific measures adopted to improve sustainability will affect more than one pillar above. As an example, cycling facilities can lead to a more sustainable community environmentally (lower greenhouse gases), socially (exercise and friendship) and economically (enabling transportation for lower income people).

The metrics presented should be considered in relation to their impact in all three pillars of sustainability.

1.3 Process

This project is broken into four stages, each of which are described briefly below:

1.3.1 Stage 1: Background Analysis

This project began with background research and evaluation of the current Sustainability Metrics in effect in the City of Richmond Hill, City of Vaughan, and the City of Brampton. The goal of the background research was to identify metrics that require updating due to current or anticipated: industry practices, revised reference documents, direction of other jurisdictions. It included a review of over thirty different documents to provide guidance on the current state of the industry with respect to sustainability, including:

1. Ontario Building Code 2012, as amended
2. USGBC, LEED v4 for Neighborhood Developments, July 2018;
3. USGBC, LEED v4 for Building Design and Construction, 2013;
4. Town of East Gwillimbury, Thinking Green! Development Standards Program, February 2012;
5. The Regional Municipality of York's High Density Residential "Green Building" Incentive Program, November 2015;
6. City of Toronto, Toronto Green Standard Version 3, May 2018;
7. Ontario Climate Change Action Plan 2016, updated to Ontario's Made- in- Ontario Environment Plan, November, 2018;
8. City of Richmond Hill, 2018 Strategic Plan Annual Report, June 2018;
9. City of Richmond Hill, Official Plan, January 2018;
10. City of Richmond Hill, 2017 Energy Consumption and GHG Emissions Report;
11. City of Vaughan Suggested Updates to Sustainability Metrics;
12. City of Vaughan, City of Vaughan Official Plan, September 2010;
13. City of Vaughan, Vaughan Municipal Energy Plan: Plug into a Smart Energy Future, June 2016;
14. City of Vaughan, Urban Design Guidelines;
15. City of Vaughan, Green Directions Vaughan Draft 2019 Community Sustainability Plan, June 2019;

16. City of Brampton, Brampton 2040 Vision, May 2018;
17. City of Brampton, Brampton Grow Green Environmental Master Plan: Implementation Action Plan, May 2014;
18. City of Brampton, 2016-2018 Strategic Plan;
19. Brampton's Sustainable Community Development Guidelines, September 2013;
20. City of Toronto. Toronto Draft Pollinator Protection Strategy. July 2017;
21. Region of Peel, Health Background Study Development of a Health Background Study Framework, May 2011;
22. York Region, Sustainable Development through LEED: A High Density Residential "Green" Building Incentive Program, November 2010;
23. Multiple Toronto and Regional Conservation Authority Guidelines;
24. Aquafor Beach Ltd., Earthfx Inc., Runoff Control Volume Targets for Ontario, October 2016;
25. Federation of Canadian Municipalities (FCM), Sustainable Neighbourhood Development: Practical Solutions to Common Challenges, 2016;
26. World Green Building Council, World Green Building Trends 2018 smartMarket Report, 2018;
27. Canadian Alliance for Sustainable Health Care, Community Wellbeing: A Framework for the Design Professions, July 2018;
28. Intergovernmental Panel on Climate Change (IPCC), Global Warming of 1.5C, October 2018;
29. Energystar. Multifamily high-rise (New Construction Program). October 2019;
30. GBCI Canada, Yorkdale Shopping Centre Parkades, 2017;

The background research phase of the project ended with the development of a comprehensive memo summarizing the research and its impact on the existing sustainability metrics.

1.3.2 Stage 2: Draft Metrics Update

Stage 2 began with a full day workshop with staff from the various municipalities. The purpose of this workshop was to set priorities, identify gaps, anticipate future growth

(population, traffic, and resilience), and identify the stakeholders and organizations that should also be included in this process.

Once the needs and issues were identified by municipal staff and the Technical Advisory Team, they were translated into a draft report of suggested updates and revisions to the metrics. The draft report, similar to this final report, included a description of the process, a summary of the proposed changes to the metrics, including metrics that will be removed, changes to the guidebook and metric targets, metric re-categorization and new metrics that will be introduced.

1.3.3 Stage 3: External Stakeholder Consultation

The Stage 3 Consultation period was carefully planned and carried out by MH facilitating four stakeholder consultation workshops during the last week of January 2020. The TAT recommended the four groups for these separate workshops which were;

1. The local development industry (developers and consultants)
2. Building Industry and Land Development Association (BILD) Peel and York Region Chapters,
3. Members from the York Region, Peel Region, Credit Valley Conservation (CVC) and the Toronto and Region Conservation Authority (TRCA),
4. The Clean Air Partnership, The Atmospheric Fund and the Canadian Green Building Council.

Detailed materials were provided to all invitees in advance and comments were collected during or after the workshops. At least two weeks prior to each workshop, invitations were circulated to invitees. Included in each invite was an agenda, a cover letter to explain the update process of the Sustainability Metrics and an explanation of the purpose of each stakeholder feedback workshop and the full Sustainability Metrics Draft Report with the Appendix A (Sustainability Metrics Guidebook) and Appendix B attached for reference. Further, the cover letter explained that the workshop would discuss the proposed updated Sustainability Metrics with the precedent that attendees reviewed the material prior to the workshop and be prepared for feedback and further discussion.

Comments were collected from attendees at each workshop. Verbal feedback was recorded by the consulting team and TAT members, and written comments where provided were also collected at the end of each session. In addition, stakeholders were given the option to further review or circulate the material to a wider group of stakeholders and submit their written comments during a four week comment period between January 27, 2020 and February 21, 2020.

An additional meeting was scheduled mid-February with the Green Building Certification Inc. (GBCI) to collect further comments and feedback from another valuable stakeholder group. A comprehensive list of feedback and comments was provided by the GBCI after the meeting, during the comment period.

Nearly 25% of the comments received pertained to high level topics. The most notable high level topics included the applicability of points, incentives, point thresholds, the consideration of applications where many metrics are not-applicable and the application review process. All the comments were reviewed and noted, however only comments specific to the update of the metrics could be reflected in the updated Sustainability Metrics Guidebook.

In total, 467 comments were received from external stakeholders. All comments were compiled and reviewed for comments and recommendations by MH. The comments and corresponding recommendations from MH were reviewed by the TAT to finalize the updated Sustainability Metrics.

1.3.4 Stage 4: Final Updated Sustainability Metrics

Based on the research, workshop, and consultations performed, the draft has been updated and recommended updates to the Sustainability Metrics are included in this final report.

2. UPDATES TO THE METRICS

The purpose of this report section is to highlight the changes to the Sustainability Metrics. Updates to each metric were proposed by Morrison Hershfield and discussed with the Technical Advisory Team (TAT) or resulted from consensus of the TAT. This section contains a summary of the resulting changes broken into the following categories: metrics that have been carried forward with minimal change, metrics that have moved forward with major changes, metrics that have been removed, and new metrics. The rationale for each suggested change is also included. The updated Sustainability Metrics Guidebook in Appendix A provides additional detail on the metric intent, requirements for each metric, point allocation and documenting compliance.

2.1 Points Allocations and Threshold Scores

The first iteration of the metrics identified “mandatory”, “minimum” and “aspirational” targets with allocated point scores. Applicants accumulate points by proposing to provide any of the minimum or aspirational metrics as part of their Site Plan, Draft Plan or Block Plan application. Under the current tool, metrics identifying minimum targets are classified as “doing better than you have to” while aspirational targets are considered “best in class”. These targets have since been revised through this update to update the “minimum” and “aspirational” nomenclature so that it is more predictable, flexible and less prescriptive. Through this update, categories now reflect “Good”, “Great” and “Excellent” targets which denote progressively complex requirements that transcend the four main themes of the tool: Built Environment, Mobility, Natural Environment and Open Space, and Infrastructure and Buildings. In addition, a new theme entitled “Innovation” has been recommended to allow flexibility for users of the tool to propose innovative sustainability measures that are not specifically captured but which provide a measurable sustainability benefit. This flexibility is intended to allow users to think progressively and outside of the box when proposing sustainability measures on their development site.

Point scores for metrics are awarded when an applicant demonstrates that its proposed plan has satisfied all of the applicable Good, Great or Excellent targets and corresponding documenting compliance requirements. Users should note that not all metrics include all three of the aforementioned targets which are based on the type of requirements listed. Accordingly, the metrics are structured in a manner that allows an applicant to select the appropriate metric requirements to demonstrate whether a baseline, enhanced or best in class sustainability target is achieved. This principle has not changed since the first iteration of the tool, however as noted above, the following are new categories of targets that replace the former “minimum” and “aspirational” nomenclature used:

- Good (“baseline sustainability performance”),
- Great (“enhanced sustainability performance”),
- Excellent (“best in class sustainability performance”).

The revised categories aim to provide clarity and flexibility by allowing applicants to tailor the sustainable design features to the site. It is the intent that each municipality will update their threshold sustainability scores for incentives it wishes to offer applicants to encourage implementation of the metrics. While the Sustainability Metrics will be consistent across the partner municipalities, each municipality will elaborate how it intends to encourage the

implementation of the metrics as part of the planning application review process based on its own unique context. Point scores allow municipal staff to appreciate the overall sustainability performance of the proposed plan, while also identifying key opportunities to further improve the application's performance relative to municipal priorities based on the five categories of the tool.

2.2 Review of Point Allocations

In updating the Sustainability Metrics, point allocations were also reviewed by the project team to ensure clarity and equity among metric requirements and corresponding point allocations. It should be noted that not all metrics and targets carry the same point allocations. Metrics that support the municipalities' priorities, provide multiple sustainability benefits and which are complex and onerous to implement have been considered carefully and generally awarded a greater point allocation. Moreover, not all plan types will be able to score in every category. Depending on the metric and plan type, the respective points will either be excluded from the total, or the plan will not be awarded points. Accordingly, through this update the project team has considered the point allocations holistically which in some instances has resulted in slight adjustments to the point scores. As a result, points have either been increased to reflect complex requirements, decreased or left unchanged where it was determined that the current score represents an equitable point allocation commensurate with requirements.

2.3 Metrics Carried Forward with Minor Changes Only

The following metrics were identified by the TAT and MH as still relevant and only requiring minor changes.

- 1.H.2. Surface Parking Footprint (Renamed from “off-street parking”)
- Community and Neighbourhood Scale (City of Brampton only)
- 1. I.1. Traffic Calming
- 1. I.2. School Proximity to Transit Routes and Bikeways
- 2. B.2. Intersection Density
- 2. C.1. Distance to Public Transit
- 2. D.2. Implementing Trails and Bike Paths (Included Site Plan Applicability)
- 3. A.1. Access to Public Parks (Renamed from “Park accessibility” and Included municipality-specific targets)
- 3. B.2. Stormwater Quality
- 3. B.3. Greywater Reuse (for Interior Functions) (Renamed from “Rainwater Re-use”)
- 3. B.4. Multi-purpose Stormwater Management (Renamed from Stormwater Architecture/ Features)
- 4. A.1. Passive Solar Alignment

The TAT considered the option of combining some of the above metrics, but reached the consensus not to. Decidedly, each metric has a unique intent, and maintaining a ‘large menu’ of metric options is aligned with feedback consistently received by the development industry. Only minor changes have been made for these metrics. These typically included changes to the metric name to align more accurately with the metric intent, and/or slight adjustments to

the target point allocations. Changes to point allocations are based on discussions with the TAT, the uptake of the metrics to-date, and the desire to incentivize priority targets.

2.4 Removed Metrics

Existing metrics that have received minimal uptake to-date, are redundant, or are no longer relevant, have been removed. The table below provided a brief rationale for removing each metric.

1.A.1- Floor Area ratio/Floor Space index	Removed as this is covered by Official Plans and Zoning By-Laws for implementation.
1.A.2- Persons and Jobs per Hectare	Removed as this is covered by Official Plans and Zoning By-Laws for implementation.
1. C.1- Urban Tree Diversity	Removed as the intent of this metric is covered by municipal guidelines.
1.H.3- Surface parking	Removed as this is difficult to implement and enforce.
1.I.3- Proximity to School	Removed because school locations and school site requirements are generally dictated by school boards, with minimal influence from the developer
1. J.4. Tree Canopy Enhancements	Removed as a standalone metric to streamline metrics with similar intents. Targets from the metric have been revised and incorporated into other metrics.
4. B.2. Water Conserving Fixtures 4. C.1. Parking Garage Lighting 4. C.3. Energy Conserving Lighting	Removed from the metrics because they are redundant with the requirements of the Ontario Building Code (OBC) and therefore enforcement of any mandatory requirements will be covered by OBC.
4.E.2 Material Reuse and recycled content 4.E.3 Recycled/ Reclaimed Materials	The industry is moving away from recycled content as a measure of sustainable materials with the updates to the materials credits in LEEDv4 and TGS v3 as an example. New metrics have been included that concentrate on embodied carbon of materials instead, as described further in section 2.3.

2.5 New Metrics

During the iterative process of exploring updates to the metrics, several new metrics were identified as important to include. New metrics relating to cultural heritage enhancements, climate change adaptation, supporting pollinators and the embodied carbon footprint of materials, are discussed in the section below. These metrics have been finalized based on review and discussion with the MH and the TAT and based on feedback from external stakeholders.

Electric Vehicle (EV) Charging Stations	This metric is based on trends in provincial and municipal sustainability initiatives and consumer trends towards Electrical Vehicles. For example, the Toronto Green Standard v3 mandates all Mid to High Rise Buildings to provide Electric Vehicle Supply Equipment (EVSE) to 20% of parking spaces, with the remaining spaces to be designed to permit future EVSE
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	installation. EV parking spaces was formerly included in metric 1.H.4, but has been separated out to establish new targets that are better aligned with the Toronto Green Standard (TGS) v3.
Embodied Carbon of Building Materials- General	Three new metrics have been included to update the original two materials credits; 4.E.2 Material Reuse and recycled content and 4.E.3 Recycled/ Reclaimed Materials, which have been perceived as outdated relative to the most current version of green building assessment tools, such as LEED. There is a growing awareness of the importance of addressing the carbon associated with building materials (embodied carbon) rather than relying on indirect measures such as recycled content. According to the Athena Sustainable Materials Institute (September, 2019), embodied carbon can be defined as the lifetime greenhouse gas (GHG) emissions associated with material. It is life cycle thinking applied to a product, and includes GHG's associated with the manufacture, transportation and installation of a product, any GHG's related to product maintenance and renewal, and GHG's associated with the end of life of the product. This revised credit encourages an increase in supplementary cementing materials (SCMs) content for concrete, conducting a Life Cycle Assessment (LCA) for materials, and efficient use of wood in low rise housing
Embodied Carbon of Building Materials: Supplementary Cementitious Materials (SCMs)	The use of cement in concrete results in large contributions to GHG emissions. SCMs can be used to offset some cement used, resulting in significant GHG savings. Typically, concrete manufacturers will include around 10% SCMs, but increasing the percent of SCMs can be a simple and effective way to reduce the embodied carbon of concrete materials and in many cases, have no significant impacts to the material cost or project schedule. The good target calls for; including a minimum of 20% SCMs for all concrete on site, is a slight increase to the typical conditions. Note that high SCMs can increase the strength of concrete, alter the colour and increase the time required for curing. For the great target, the requirements are that at least 40% on the concrete on site has a minimum 40% SCM content. This is to recognize projects that have reduced their cement content in a major way while also being mindful that it is not realistic for 40% SCM content to be used on 100% of concrete on site. A strategy, for example, could be to use SCMs for the footings only. The intent of this target is to bring awareness to simple adjustments in best practices that would have a dramatic impact on the development's reduction in embodied carbon emissions.
Embodied Carbon	LCAs are used to quantify the embodied carbon of

of Building Materials: Life Cycle Assessments (LCAs)	<p>building materials. Currently, it is not best practice to conduct LCAs and as a result, there is a knowledge gap between understanding the amount of carbon emissions (embodied carbon) that are required to be generated to manufacture certain building materials. The metric requires the applicant conduct an LCA and consider opportunities for reducing the embodied emissions. This knowledge will allow applicants a better understanding of the actual amount of embodied carbon for certain materials and on what scale it is possible to reduce embodied carbon with the consideration of different materials, building geometry and building design. To conduct LCAs, there are a number software applications available that are free to use and have online tutorials, for example the Athena Impact Estimator for Buildings LCA software: https://calculatelca.com/software/impact-estimator/download-impact-estimator/</p> <p>The intent is to encourage the building industry to increase capacity for conducting LCAs and to understand and reduce embodied carbon. This target aligns with the CaGBC's Zero Carbon Building Standard. The great target awards points for conducting an LCA and identifying carbon reduction strategies. The excellent target awards points for committing to at least one of the identified carbon reduction strategies.</p>
Embodied Carbon of Building Materials: Material Efficient Framing	<p>The other Embodied Carbon metrics are not applicable to low rise, wood framed buildings. A great target aligned with LEED for Homes has been included which prescribes building practices that would result in using less materials, resulting in lower embodied carbon.</p>
Supporting Pollinators	<p>A new metric has been added with the intent to prioritize the habitat and survival of pollinator populations, who play an important role in food production. Recent years have seen a sharp decline in pollinator populations due to climate change, habitat loss and pesticide overexposure. This is significant as a decline in pollinator populations could lead to a decline in plant species, impacting ecosystems and our food security. The targets are intended to maintain and increase the habitat of pollinators.</p> <p>The good and great targets have included requirements to select plant species that provide a habitat for pollinators (i.e., flowering grasses and shrubs) which increases their ability to forage, thrive and maintain their habitat.</p>
Salt Management	<p>A new metric has been added to promote salt reduction during winter maintenance activities. Salt management</p>

	<p>was identified as an important addition to the metrics. Reducing salt can extend pavement life, reduce the effects of salt corrosion on buildings, and minimized impacts on terrestrial and aquatic ecosystems. The salt reduction measures listed in the requirements include proper drainage to limit water ponding and freezing, planting salt tolerant landscaping vegetation, using trees as windbreaks around the site perimeter and installing heated or covered walkways.</p>
Sub Metering of Thermal Energy and Water	<p>This new metric has been added based on the discussion and feedback throughout the consultation process to add more metrics that focus on climate change adaptation, including energy and water metering. Sub-metering to track water and energy usage helps increase understanding of how occupant behaviour impacts their energy costs and can motivate building occupants to reduce their energy consumption. Targets have been added for including energy metering and water meters. These targets are in line with the Toronto Green Standard v3 credit GHG 4.4 Submetering.</p>
Back-up Power	<p>This new metric has been added based on the discussion and feedback throughout the consultation process to add more metrics that focus on climate change adaptation. As the frequency of extreme climate events increases, buildings are vulnerable to power outages. Buildings can become more resilient to power outages by incorporating design strategies that enable building owners/users to install and utilize power backup generators.. The metric requirements include providing rough-ins for an external generator or auxiliary power supply and for mid-rise to high rise buildings to provide a refuge area during power failures and/or providing 72 hours of back-up power to essential building systems. These targets are in line with the Building Resilience measures included in the Toronto Green Standard v3 GHG 5.2: Refuge Area and Back-up Power Generation.</p>
Extreme Wind Protection	<p>This new metric has been added based on the discussion and feedback throughout the consultation process to add more metrics that focus on climate change adaptation. The intent of this metric is to encourage more resilient construction to prepare for the increased extreme weather events, specifically for homes against the impact of high wind weather events. The good target requires that roof rafters, roof trusses and roof joists will be tied to loadbearing wall framing with engineered connectors.</p>
Controlling Solar Gain	<p>This metric builds on the intent of the existing Passive Solar Alignment metric to promote energy efficiency through passive solar design. Unwanted or uncontrolled</p>

	solar gain can contribute to unwanted heat gain and increased loads on air conditioning/ cooling systems which can increase energy consumption. A target has been added which requires providing exterior shading for east and west facing windows to control unwanted solar heat gain.
New Category and Metric: Innovation	<p>An innovation category has been added to the metrics, and is aligned with the LEED v4 innovation credit category and has similar requirements and documentation. Although the points will be TBD, the points for the entire category have been capped at a maximum of 10 points.</p> <p>The innovation metric is intended to encourage true innovation resulting in real sustainability benefit. It will include a number of pre-established requirements but should be open to new ideas presented by the applicant.</p>

2.6 Metrics with Changes

This section describes how the existing metrics to remain have been revised or updated. The table below also includes the rationale for changes. Generally, the rationale for most of the changes was to update the metrics to reflect the shifts in the building and development industry since the metrics were developed, and to adjust the targets of original metrics that had a high or low uptake. Where metrics demonstrated a high uptake, more challenging targets were included. Alternatively, changes have been included for metrics with low uptake to align more realistically with today's market with the goal of increasing uptake. Changes were also made to take advantage of demonstrating leadership in sustainability. All changes to the points allocated for metric targets were finalized based on the feedback from stakeholder and through a collaborative discussion that considered the innovation of the metric, potential difficulty, sustainability impact, and other considerations. The updates to the Energy Metrics were significant and have been described in detail in section 2.5 of this report.

General Changes	<p><u>Sustainability Metrics Guidebook Structure (Appendix A)</u></p> <p>The structure of the Sustainability Metrics Guidebook has been changed with the intent of streamlining the presentation and clarifying the points, requirements and documentation for each target. The proposed guidebook most closely resembles the Sustainability Metrics guidebook currently used by the City of Brampton and is in table format. The strategy for reorganizing the structure of the Guidebook included removing the glossary of terms from the proposed guide. We suggest that these resources be available separately for clarity or as a "hover-over" function for digital guides. Where for documentation purposes further descriptions were necessary, such as exclusions, notes have been added</p>
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	<p>under the documentation compliance instructions</p> <p>To streamline the compliance documentation required to confirm the achievement of each metric, the descriptions of “where to demonstrate compliance” and “how to demonstrate compliance” were combined, taking advantage of the many similarities among Block Plan, Draft Plan and Site Plan compliance submittals.</p> <p>Most notably, we have changed the format of the tables for each metric so that the information reads right to left rather than from top to bottom. The goal of this format is for the user of the guidebook to draw clear conclusions as to the points assigned to each metric target, the requirements to achieve these points and the documentation required to confirm compliance. An example of a metric structured in the updated format is demonstrated below in Figure 4.</p>
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Metric:	M-8 Proximity to Active Transportation Network		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote active transportation through the provision of enhanced pedestrian walkways multi-purpose paths and bike trails and satisfy City's Official Plan targets. Cycling results in carbon savings and less air pollution. It also provides health benefits and more connectivity between occupants.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	100% of residents/jobs are within 400 m of existing or Council approved public path/network.	<p>Submit:</p> <p>In the Traffic Impact Study or Transportation Demand Management Plan or Transportation Study:</p> <ul style="list-style-type: none"> Provide a map showing the subject lands/area of development, a 400m buffer from the boundaries of the development as well as any existing or municipally approved cycling networks. <p>Notes:</p> <ul style="list-style-type: none"> These points are only awarded if a cycling network is included in the project boundary and the bike parking requirement is satisfied.
References:	City's Official Plan		

Figure 4: Metric Example from the Updated Sustainability Metrics Guidebook Structure

General Changes	<p><u>Numbering and Category Change for Some Metrics (Appendix B)</u></p> <p>We are proposing that the metrics be re-numbered so that they can be organized effectively for users. We have re-numbered the metrics so that they can be directly associated with one of each of the four categories; Built Environment, Mobility, Natural Environment and Open Space and Infrastructure and Buildings (e.g. BE-1, BE-2, M-1, M-2 etc.). Based on the experience of working with certain metrics, some metrics have been moved to different, more applicable categories.</p>
General Changes	<p><u>Re-naming of Metric Targets from Mandatory, Minimum and Aspirational</u></p> <p>Mandatory Targets have been removed as these are</p>

	<p>required by the Ontario Building Code, provincial and municipal requirements, and other standards. Note that where possible language related to mandatory requirements was incorporated into the metric 'intent'. The requirements and documentation for the remaining targets are located to the immediate right of the target description so that it is easier for applicants to relate the targets, requirements and documentation</p> <p>Many comments received from the external consultation process noted confusion regarding the naming of "minimum" and "aspirational" targets. As noted earlier, to provide clarity, minimum and aspirational targets have been re-named to "good", "great" and "excellent", in part to confirm that minimum targets are not another mandatory requirement and that all credits are optional.</p>
1.B.1 and 1.B.2- Proximity to Basic Amenities/ Lifestyle Amenities	These metrics have been merged for the purpose of simplifying. Additionally, synergies with the LEED ND v4 prerequisite have been included to align with this popular rating system and incorporate existing knowledge and language. Block plan applicability has been removed for this metric to be better aligned with the documentation available at this planning stage.
1.C.2- Preserve Existing Healthy Trees	The name of this metric has been changed from "Maintain Existing Healthy Trees" to "Preserve Existing Healthy Trees" to more accurately reflect the sustainability benefits. Preserving trees and tree canopies were consistently identified as a high priority for all partner municipalities. The targets have been simplified so that all the requirements are increments of the "percent of trees preserved".. The original aspirational target has increased, reflecting the positive shift in the industry regarding maintaining healthy trees in situ.
1.C.3- Soil Quantity and Quality for New Trees	The name has been changed from "Soil Quantity and Quality" to "Soil Quantity and Quality for New Trees" to more accurately reflect the intent of the metric. Originally, there was no minimum target and one aspirational target with many requirements. Parts were separated to a new good target to provide more options for applicants and encourage uptake of this metric. Using similar rationale, a great target was added that builds on existing mandatory municipal requirements.
1. C.4. Enhancing Urban Tree Canopy and Shaded Walkways and Sidewalks	To clarify the intent of this metric, it has been renamed from, "% tree canopy within proximity to building/ pedestrian infrastructure" to "Enhancing Urban Tree Canopy and Shaded Walkways and Sidewalks". An additional aspirational target has been added to include shading for parking areas in addition to sidewalks, as parking lots are another common hardscape with

	opportunities to provide shade to pedestrians.
1.D.1- Buildings Designed and/or Certified Under An Accredited 'Green' Rating System	The targets for this metric have been updated to reflect the growing uptake of building green rating systems. Similarly, language has been updated to include relevant green rating systems. An additional good target has been included to award points for green rating systems that are applicable on a neighborhood scale (LEED ND, One Planet Living).
1.E.1- Universal Design	To recognize concerns with the difficulty of reviewing this metric, additional documentation requirements have been added for applicants to provide more evidence of compliance. Further, the allocation of points for the good/ minimum target has increased.
1.E.2 Universally Accessible Points of Entry	To increase uptake for this metric, the good target has been revised to require a reduced percentage of emergency exits and additional points have been added to the great target.
1.F.1- Design for Life Cycle Housing	There was a discussion of removing this metric from Site Plan applicability because the documentation would likely already to be captured in the Block and Site Plan stages. Based on stakeholder feedback, the Site Plan applicability has been kept for this metric. The intent of this metric has been updated and the language of the target requirements and documentation has been streamlined.
1.H.1- Bicycle Parking	To simplify requirements, bicycle parking space requirements were changed to reference the municipal standards/ guidelines. Municipal bicycle parking standards represent the baseline and points are awarded where bicycle parking is provided at rates higher than what is required by the municipality. In addition, based on feedback from stakeholders and further alignment with the credit intent, requirements have been added for the proximity of bike parking to the building entrance and providing for weather protection.
1. H.4. Carpool Parking	Carpooling and efficient vehicle parking have been separated into separate metrics to clarify their different intents and benefits to sustainability. The carpooling requirements have remained the same and additional language has been included in the requirements to clarify how preferred parking is to be provided.
1.J.1 Connection to Natural Heritage	The good and great targets have been updated for clarity and definitions improved.
1.J.2.Cultural Heritage Conservation	The metric has been revised to reflect different degrees of cultural heritage conservation whereby conserving all cultural heritage attributes in situ has been added as a new 'great' target, and conservation in full conformity with the Standards and Guidelines for the Conservation of Historic Places in Canada is recognized as an 'excellent' target. Moreover, new targets have been established for

	conserving cultural heritage resources through relocation, salvage and reuse of materials.
1.J.3- Natural Heritage System Enhancements	<p>This metric has been revised to prioritize the habitat and survival of pollinator populations within natural heritage systems, and increase biodiversity.</p> <p>New targets have been added to include the preparation and implementation of a Woodland Species Management Plan and an Invasive Management Plan, where they are not already required by the municipality. Points will be earned for providing these management plans, providing habitat structures for Species at Risk, and establishing naturalized corridors connecting at least two natural heritage features.</p>
2.A.1 Pedestrian Amenities	The name has been changed from “Connectivity” to “Pedestrian Amenities” to more accurately reflect the intent and sustainability benefits. The original aspirational target has been kept and one new target has been added for an additional amenity.
2. B.1. Block Perimeter and Length	This metric has been carried forward and another more stringent great/aspirational target was added from the Region of Peel’s Healthy Background Study Framework, Core Element 4: Street Connectivity to provide a framework for applicants that are prioritizing smaller blocks and increased pedestrian walkability.
2. D.1. Proximity to Active Transportation Network	The name has been changed from “Proximity to Cycling Network” to “Proximity to Active Transportation Network” to be better aligned with the intent of promoting a connection to multipurpose paths, pedestrian walkways and bike trails. The original aspirational target has been re-named under a good target and the original minimum target has been removed. This streamlines the requirements of the metric while remaining true to the intent.
2. E.1. Promote Walkable Streets	The original aspirational target has been changed into a good target and the original minimum target has been removed. This streamlines the requirements of the metric while remaining true to the intent.
3.B.1 Stormwater Quantity	An additional excellent target has been added that aligns with Toronto Green Standard version 3, Tier 3. This provides a framework for applicants who want to exceed the existing targets and intend to incorporate innovative stormwater management techniques.
3. B.2. Stormwater Quality	The requirement for the great target has been increased, based on stakeholder feedback, to include at least two treatment strategies to meet the 91% Total Suspended Solids (TSS) removal target. Feedback from the stakeholders revealed that it is common for one

	treatment strategy to perform lower than the stated TSS removal percentage, and therefore including the requirement for at least two treatment strategies as a treatment train approach is an effective way to better align the metric requirements with the metric intent.
3.C.1 Dedicate Land for Private Fruit and Vegetable Garden Space	The name has been changed from “Dedicate Land for Food Production” to “Dedicate Land for Private Fruit and Vegetable Garden Space”. To simplify the requirements and increase uptake, the targets have been divided into providing a minimum garden space area for multi-unit residential developments and for ground-oriented residential developments. The metric has now allocated points for providing a garden space on percentage of the landscaped site area or roof.
3.D.1 Solar Readiness	This has been maintained as its own metric and the original targets have been kept. More guidance and clarity has been provided as to what is meant by “solar readiness”, including references to acceptable measures listed in the TGS v3 and a link to resources that provide a solar readiness checklist. In addition, a target has been added for draft plan applicability.
3. E.1. Healthy Soils	The name has been changed from “Restore and Enhance Soils” to “Healthy Soils” to more accurately reflect the intention of the metric. One of the original aspirational targets has been removed because it is related to soil permeability rather than the intention of the credit which is regarding healthy soil. The original minimum target regarding the undertaking of a topsoil fertility test has been removed given that standardized topsoil fertility testing protocols are not established. In addition, a target for increased minimum topsoil depth has been added.
4.A.2- Building Energy Efficiency and Emissions	The name has been changed for 4.A.2 from “Building Energy Efficiency” to “Building Energy Efficiency and Emissions” to more accurately capture the sustainability benefits. Background, information and rationale for this metric has been provided in its own section of this report, Section 2.5.
4.A.3 Energy Management	The name has been changed from “Energy Management” to “Energy Strategy” to more accurately reflect the intention of the metric. This metric has been changed so that the strategy report required is aligned with the targets in metric 4.A.2. Building Energy Efficiency and Emissions. Background, information and rationale for changes to building energy efficiency and emissions targets is described in Section 2.5 and Appendix C.
4.B.1- Reduce Potable Water Use	The name has been changed from “Reduce Potable Water Use for Irrigation” to “Reduce Potable Water Use”

	to more accurately reflect the intention of the metric. The original targets have been carried forward and more explanation has been included (with links to LEED documentation requirements, similar to TGS) to assist in documentation. There was discussion with the TAT to combine this metric with “rainwater harvesting” however it is our suggestion that these stay separate because rainwater harvesting is not always used as a strategy to reduce potable water for irrigation.
4. C.2. Reduce Light Pollution	The original targets have been removed for this metric and replaced with a new target, in line with Tier 1 of the TGS v3, credit EC 5.1; all exterior fixtures must be Dark Sky Compliant, taking advantage in the synergies between the credits in the TGS and metrics that have similar intents. More detailed guidance language, including links to references, aligned with the TGS credit have been incorporated to provide more direction to applicant and encourage the uptake and achievement of this metric.
4.D.1 Bird Friendly Design	This metric has been revised slightly to align with the City of Vaughan’s Urban Design Guidelines, as per consensus from the TAT and Draft Plan applicability has been removed because high-rise development is typically not subject to approval through a Draft Plan of Subdivision approval process.
4.E.1 Solid Waste	The good targets now reflect the TGS v3 credit SW 1.1, SW 1.2 and SW 1.3 Bulky Waste, taking advantage in the synergies between the credits in the TGS and metrics that have similar intents. The new great target aligns with TGS v3 and SW 1.6 Household Hazardous Waste as per consensus with TAT.
4.F.1- Reduce Heat Island– Non-Roof	For simplicity, the name has been changed from “Reduce Heat Island from Built Environment– Non-Roof” to “Reduce Heat Island– Non Roof”. The intent and targets have remained the same. However, language and strategies have been updated for clarity and to align more closely with the TGSv3 AQ 4.1 and AQ 4.3 requirements.
4. F.2. Reduce Heat Island– Roof	For simplicity, the name has been changed from “Reduce Heat Island from Built Environment–Roof” to “Reduce Heat Island– Roof”. This metric has been simplified to align with the TGS v3 AQ 4.2 requirements. Definitions from the TGS have also been included for clarity.

Please note that the Richmond Hill metrics were the starting point for review. It seems that there is some variability in the number of metrics across the municipalities (for example Brampton has the Community and Neighbourhood Scale metric that does not seem to appear, at least by the same name, in the Richmond Hill metrics).

The Draft Sustainability Metrics have been re-formatted into an updated final report, updated Sustainability Metrics Guidebook, which is attached in Appendix A, and updated metric numbering which is attached as Appendix B.

2.7 Energy and GHG Reduction Metrics

There have been significant changes to building energy performance and GHG emissions targets since the Sustainability Metrics were first initiated in 2014. These include the roll-out of provincial and municipal climate change action plans, including the development of the City of Toronto's municipal climate action plan (TransformTO), and subsequent implementation of the updated Toronto Green Standard Version 3.0. The energy efficiency requirements of the Ontario Building Code SB-10 and SB-12 have also been made more stringent, to the extent that they now exceed the recommended minimum level of performance in the current Sustainability Metrics. It is also understood that the partner municipalities have either developed, or are in the process of developing, their community energy and emissions plans, that will likely encourage a significant reduction in energy and GHG emissions associated with the buildings sector to meet their overall GHG emissions reduction targets.

Morrison Hershfield conducted an energy modelling study which reviewed different types of energy and GHG emission reduction targets for five different building archetypes in order to update the original minimum and aspirational targets and develop new performance targets. The report from this study is included in Appendix C. Based on the study results, the target requirements for the energy efficiency and GHG performance targets for this metric were grouped into three categories;

- Part 9 Residential Buildings (less than 3 storeys and less than 600 m² in gross floor area);
- Part 3 Buildings – Multi-Unit Residential, Office and Retail (more than 3 storeys or more than 600 m² in gross floor area);
- All Other Part 3 Buildings

For low-rise residential buildings such as single-family detached dwellings that fall under Part 9 of the Building Code, targets were updated to require certifying the building to achieve ENERGY STAR® for New Homes, R-2000® requirements or certifying the building to achieve CHBA Net Zero Homes program or Passive House requirements. Detailed energy modelling to understand energy or GHG savings would be a technically preferred approach to the prescriptive requirements above, but this type of modelling is not typically economically feasible for smaller building projects. Furthermore, the energy-focused certification programs mentioned for these targets would lead to high-performance building outcomes. These existing certification programs can be leveraged to set energy and GHG emissions performance requirements for this building type.

The Part 3 Buildings that were explored in the energy modelling analysis as building archetypes were multi-unit residential, office and retail buildings (more than 3 storeys or more than 600 m² in gross floor area). Based on the analysis, absolute performance targets have been included in the requirements for this building type. The modelling data revealed that incorporating performance targets for Total Energy Use Intensity (TEUI), Thermal Energy Demand Intensity (TEDI) and Greenhouse Gas Emissions Intensity (GHGI) would contribute

most to the intent of this metric, including contributing to a robust GHG emissions mitigation strategy in the buildings sector. The requirements of each target are aligned with the Toronto Green Standard v3. The great target is equivalent to the TEUI, TEDI and GHGI TGS v3 Tier 1 values and the excellent target is aligned with the Tier 4 values; the highest tier level. This would ultimately require commitment to specific building envelope performance requirements and energy modelling of each building to confirm the requirements are met.

Flexibility has been included for other Part 3 buildings as the studied results of the target-based approach may not be applicable to these building types. For these building types, the targets require a demonstration of proposed building that is a percentage better than Ontario Building Code (OBC) SB-10, Division 3 (2017) reference building; a well understood industry requirement. This would ultimately require energy modelling of each building to confirm the requirements are met.

Three additional targets have been included in this metric for building commissioning, submetering and air tightness testing. These targets have been included because meeting these requirements are effective ways to ensure that energy and emissions performance metrics will translate into real GHG emissions reduction and energy efficiency in the construction process.

3. CONCLUSION

Developing Policy and measuring progress towards sustainability has become increasingly important in managing growth and improving the health and well-being of urban environments. Concerns over public health, climate change, energy, and resource use have brought sustainability to the forefront of planning and decision-making as a means of achieving city building. Provincial legislation, plans and policies are also increasingly speaking to the importance of sustainability and managing resiliency and adaptation to climate change impacts.

This report identifies detailed performance targets that aim to improve the sustainability performance of development. Specific targets have been recommended for each sustainability metric identified based on best practices and stakeholder feedback.

As referenced in this report, background research and stakeholder consultation was carried out to help inform the development of the sustainability metrics. As illustrated in Appendix A, precedents are referenced for over 80% of the metrics, identifying a recognized standard, municipal policy or guideline or provincial policy that has helped inform the proposed requirements. Highlighting these precedents should continue to help improve the implementation of the metrics in both the private and public sectors, as they have largely been based on best practices that are already in practice or which are gaining acceptance in the development of other communities that are focused on becoming more sustainable.

The sustainability metrics and targets are expected to evolve and change over time as market acceptance and implementation of sustainability best practices improve. As new priorities are identified, the targets identified in this tool will need to be re-evaluated to ensure they are kept in pace with best practices in sustainability and the individual sustainability goals and objectives of the partner municipalities.

3.1 Next Steps and Implementation

Users of the Sustainability Metrics should note that the tool is consistent across the partner municipalities of the City of Richmond Hill, City of Brampton, City of Vaughan and City of Markham. This tool was developed in partnership, and the collaborative approach to its development aims to provide consistency in implementation of requirements across the municipalities. However it is noted that the final roll out and implementation of tool may vary slightly in each municipality. Collaboration amongst the partner municipalities is still expected during the next phase, with each municipality defining how it wishes to incentivize the sustainability metrics based on its unique governance structure and local context.

APPENDIX A: Sustainability Metrics Guidebook

In this Appendix, the updates to the Sustainability Metrics have been re-formatted and presented as an updated Sustainability Metrics Guidebook. This version is current to December 2020.

Metric Categories

The Sustainability Metrics are organized into five main categories; Built Environment, Mobility, Natural Environment and Open Space, Infrastructure and Buildings, and Innovation. The identity of each category is described below.

Built Environment (BE)

The indicators for Built Environment speak to how we inform place and connections within the development. The intensity and diversity of land uses influences decisions on where we live, work, and how we move around the community. A mix of housing types and amenities, employment and live-work opportunities located within walking distance, provides the opportunity for residents to meet their day to day needs without reliance on the private automobile. Further provision for life-cycle housing and accessible buildings allows residents to establish and remain in their communities throughout the various periods of their lives.

Mobility (M)

The indicators of Mobility identify how a variety of transportation options must be available to residents to carry out their daily lives within and beyond the community. A sustainable community is one that encourages physical activity, facilitates active transportation, and supports public transit in place of automobile dependence. The most vulnerable population groups (children, elderly, disabled, and low income individuals) are the most affected by choices available to them for mobility and access to services and amenities. Designing a safe, convenient, and accessible environment for walking and cycling encourages these alternative modes of transportation. Emphasis on mobility and active transportation not only reduces energy use and GHG emissions, but contributes directly to improving public health and the quality of life of residents.

Natural Environment and Open Space (NE)

The natural environment, urban forest, and the open space system are essential components of a healthy, sustainable community. Firstly, the preservation and enhancement of the natural heritage system ensures the health of the environment and supports recreational and cultural opportunities in a community. Secondly, ensuring residents have convenient access to a connected and diverse range of open spaces, parks, and recreation facilities offers opportunities for improved public health and connections within the community.

Infrastructure and Buildings (IB)

The Infrastructure and Buildings indicators identify the means to maximize energy and water conservation and minimize the consumption of non-renewable resources. New buildings and communities should be designed with a focus on reducing water, waste, and energy use. Since human activity is the principal cause of elevated levels of greenhouse gases and demands on energy, water, and waste systems, the measures focus on means of reducing this impact on both the built and natural environments.

Innovation (I)

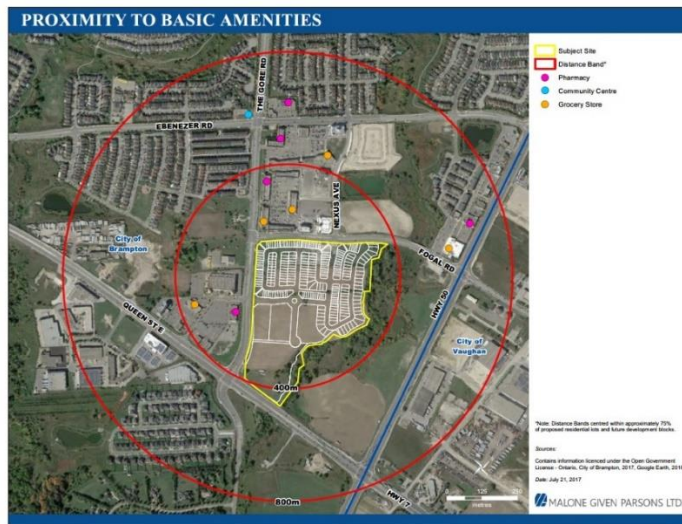
The innovation metric is intended to encourage true innovation resulting in real sustainability benefit. This new theme allows flexibility for users of the tool to propose innovative sustainability measures that are not specifically captured but which provide a measurable sustainability benefit. This flexibility is intended to allow users to think progressively and outside of the box when proposing sustainability measures on their development site.

Indicators

The following are the performance indicators organized by category. Each performance indicator has associated metrics that are allocated a point score. The metrics reflect characteristics of a sustainable community and are designed to outline the required measures or standards for each category to ensure that the overall objectives of the Sustainability Metrics are achieved.

Built Environment	Mobility	Natural Environment and Open Space	Infrastructure and Buildings	Innovation
<ul style="list-style-type: none"> Proximity to Amenities Providing Mixed-use Development Design for Life Cycle Housing Community and Neighborhood Scale Cultural Heritage Conservation Enhancing Urban Treet Canopy and Shaded Walkways and Sidewalks Salt Management Carshare & Carpool Parking Surface Parking Footprint Electric Vehicle Charging Stations 	<ul style="list-style-type: none"> Block Length School Proximity to Transit Routes, Cycling Networks, and Walkways Intersection Density Promote Walkable Streets Pedestrian Amenities Bicycle Parking Implementing Trails and Cycling Infrastructure Proximity to Active Transportation Network Distance to Public Transit Traffic Calming 	<ul style="list-style-type: none"> Preserve Existing Healthy Trees Soil Quantity and Quality for New Trees Healthy Soils Connection to Natural Heritage Natural Heritage System Enhancements Supporting Pollinators Dedicate Land for Private Fruit and Vegetable Garden Space Access to Public Parks Stormwater Quantity Stormwater Quality Rainwater and Greywater Use Multi-purpose Stormwater Management 	<ul style="list-style-type: none"> Buildings Designed and/or Certified under an Accredited "Green" Rating System Universal Design Building Accessibility Embodied Carbon of Building Materials: Supplementary Cementitious Materials Embodied Carbon of Building Materials: Life Cycle Assessment Embodied Carbon of Building Materials: Material Efficient Framing Reduce Heat Island: Non-Roof Reduce Heat Island: Roof Passive Solar Alignment Controlling Solar Gain Solar Readiness Energy Strategy Building Energy Efficiency and Emissions Reduce Potable Water Use Back-up Power Extreme Wind Protection Sub-Metering of Thermal Energy and Water Reduce Light Pollution Bird-friendly Design Solid Waste 	<ul style="list-style-type: none"> Innovation

Metric:	BE-1 Proximity to Amenities		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage development within and near existing amenities, limit the development footprint in the region and satisfy the City’s Official Plan requirements. Close proximity to amenities enables stronger and more desirable homes and workplaces and less vehicular travel. Locating housing, services, recreation, schools, shopping jobs, and other amenities in close proximity makes it easier for people to walk or cycle to these destinations, helping to build physical activity into our daily lives.		
	Points	Requirements	Documentation Compliance
Good Target:	1 point	1 point achieved for 3 or more amenities within 800m (equivalent to a 10 minute walk) of 75% of dwelling units.	Submit: In the Community Design Guidelines (Block Plan), Planning Justification Report (Draft Plan) or Site Plan Drawings/ Urban Design Brief (Site Plan): <ul style="list-style-type: none">A satellite map or map from the Planning Justification Report highlighting the development cluster that accounts for 75% of the Dwelling Units (DU) and noting the approximate geographic center.List the amenities within 800m and 400m walking distance from the project's geographic center. Amenities can be included towards this metric if they are existing or proposed provided that confirmation is documented confirming the proposed amenity will be available to the public at the time of project completion. Notes: <ul style="list-style-type: none">Amenities captured in the “Good Target” can be counted towards the “Great Target”.Amenities include library, public parks and outdoor recreational facilities, , public community or recreation centre, general retail, bank, place of worship, convenience store, , restaurant, food retail (grocery store, supermarket), licensed adult/ senior care and child care, theatre, beauty salon, hardware, laundry, medical or dental office, post office, pharmacy, school, fitness center and museum.Employment lands excluded.One building can be considered multiple amenities (e.g. pharmacy included in a grocery store.If the amenities are included in the proposed plan but have yet to be defined, use the best judgment (based on size, location and planning allocations) to assume the expected end-use of the planned amenity.
Great Target:	+2 additional points (total 3 points)	2 points achieved for 3 or more amenities within 400m (equivalent to a 5 minute walk) of 75% of dwelling units (in addition to the Good Target points).	
References:	City’s Official Plan Thinking Green Item 1,2,9 LEED NC SSc2 LEED NDPc3		



Source: Malone Given Parsons Ltd.

Metric:	BE-2 Providing Mixed-Use Development		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input type="checkbox"/> Site Plan		
Metric Intent:	Locating housing, services, recreation, schools, shopping jobs, and other amenities on the same site makes it easier for people to walk or cycle to these destinations. A complete community helps increase people's daily physical activities.		
	Points	Requirements	Documentation Compliance
Good Target:	1 point	Where it does not conflict with and is not already a municipal requirement set out in the local Official Plan, Regional Official Plan or Provincial Plan or policy, provide a mix of uses on the site.	Submit: On the Block Plan, Draft Plan, or Site Plan: <ul style="list-style-type: none"> • Indicate the mix of uses proposed within the application boundary. Notes: <ul style="list-style-type: none"> ○ Employment lands excluded.
References:	City's Official Plan Thinking Green Item 1,2,9 LEED NC SSc2 LEED NDPC3		

Metric:	BE-3 Design for Life Cycle Housing		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage the planning and creation of mixed-use areas. Diverse and inclusive buildings and neighborhoods expand the number of potential users. They can also be more visually pleasing and encourage aging in place.		
	Points	Requirements	Documenting Compliance
Ownership	Good Target: 2 points	The proposed project includes at least 10% of affordable/low income or purpose-built rental housing.	For a Draft Plan and Site Plan Submission, Submit:
Housing Type	Good Target: 1 point	The proposed project includes 2 of the 4 housing typologies.	In the Planning Justification Report declare the following:
	Great Target: 1 additional point (total 2 points)	The proposed project includes 3 of the 4 housing typologies.	<ul style="list-style-type: none">The percent (%) of the housing, accommodation and ownership types included in the project. The total percent (%) by category (e.g. ownership, housing type, accommodation) should each add up to 100%. On the Block Plan, or Site Plan provide the following:
	Excellent Target: 1 additional point (total 3 points)	The proposed project includes 4 of the 4 housing typologies.	<ul style="list-style-type: none">Housing types within the project (single-detached, semi-detached townhomes/stacked and mid/hi-rise housing, secondary suites or additional residential unit).Ownership types within the project (market, rental and Secondary Suites/Additional residential units are permitted as of right through recent changes to the Planning Act R.S.O 1990, last amendment: 2019, c.15, Sched 31.Accommodation types within the project may include (live work, purpose built rentals, 1 bedroom/studio, larger than 2 bedrooms).
Accommodation	Good Target: 1 point	The proposed project includes 2 accommodation types.	<p>Notes:</p> <ul style="list-style-type: none">For the definition of affordable/ low-income housing, refer to the applicable Regional Official Plan, Municipal Official Plan or Provincial Policy. Where there is a conflict between Provincial Policy and a lower-tier Official Plan, Provincial policy shall take precedence.
	Great Target: 1 additional point (total 2 points)	The proposed project includes more than 2 accommodation types.	
References:	City’s Official Plan Thinking Green Item 3 LEED NDPc4 Planning Act. RSO 1990, c. 15, s31.		

Metric:	BE-4 Community and Neighbourhood Scale		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input type="checkbox"/> Site Plan		
Metric Intent:	To focus on retail, personal, human and community services within community core areas (neighbourhood centre and mixed-use node) so that people can meet their daily needs within their communities. Communities designed for a mix of land uses and at neighbourhood scale improve quality of life and make it easier for people of all ages and abilities to be physically active, helping improve their health.		
	Points	Requirements	Documenting Compliance
Excellent Target:	6 points	<p>Show that the community form is based on a hierarchy of the following:</p> <ul style="list-style-type: none"> ▪ Community: formed by a clustering of neighbourhoods, typically 6 to 9 (depending on topography and natural features), to sustain a viable mixed-use node and public transit. ▪ Neighbourhood: shape and size defined by 400 m (5 minute walk) from centre to perimeter with a distinct edge or boundary defined by other neighbourhoods or larger open spaces. ▪ Neighbourhood centre: acts as a distinct centre or focus with a compatible mix of uses that includes: a neighbourhood park; high or medium residential densities; and retail or community facilities (e.g. school, library). ▪ Mixed-use node: central to the cluster of neighbourhoods the node should include higher residential densities, retail, employment opportunities, be accessible, and served by public transit. 	<ul style="list-style-type: none"> • Highlight the community form (typically a cluster of neighbourhoods to sustain a viable mixed-use node and public transit). • Highlight the various neighbourhoods in the community and confirm that each neighbourhood is defined by a 400 m walk from centre to perimeter edge. • On a figure, illustrate the following: <ul style="list-style-type: none"> • Identify the neighbourhood centre and list the uses and amenities included in the centre (e.g. transit hub, parkette, village square, community facilities, amenities, etc.). • Identify the mixed-use node (could include higher residential densities, transit hub, retail, amenities, etc.).
References:	Region of Peel, Health Background Study Development of a Health Background Study Framework, May 2011		

Metric:	BE-5 Cultural Heritage Conservation		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To preserve and maintain cultural heritage resources. Cultural heritage resources include built heritage resources (listed or designated), cultural heritage landscapes (listed or designated), and archaeological resources. <u>Note:</u> This metric is only applicable to a site having existing cultural heritage resources.		
	Points	Requirements	Demonstrating Compliance
Great Target:	3 points	No portion of a cultural heritage resource that contributes to its cultural heritage value is to be demolished or removed or relocated (excluding temporary removal for restoration purposes).	Submit: In the Cultural Heritage Impact Assessment and/or Heritage Conservation Plan and/or other documents acceptable to the municipality prepared by an accredited professional (e.g Canadian Association of Heritage Professionals CAHP): <ul style="list-style-type: none">An outline of the cultural heritage attributes which contribute to the cultural heritage value and confirm that no portions of the resource that contribute to its cultural heritage value are to be removed.
Good Target:	2 points	If a cultural heritage resource will be relocated, it is moved to a visually prominent location nearby and maintains its original orientation.	Submit: In the Cultural Heritage Impact Assessment and/or Heritage Conservation Plan and/or other documents acceptable to the municipality prepared by an accredited professional (e.g Canadian Association of Heritage Professionals CAHP): <ul style="list-style-type: none">Identification of the proposed location of the cultural heritage attributes which contribute to the cultural heritage value and clearly demonstrate that it is visually prominent and maintains its original orientation.
Good Target:	1 point	Where reusable materials from a cultural heritage resource are being removed, a portion will be salvaged and reused on site.	Submit: In the Cultural Heritage Impact Assessment and/or Heritage Conservation Plan and/or other documents acceptable to the municipality prepared by an accredited professional (e.g Canadian Association of Heritage Professionals CAHP): <ul style="list-style-type: none">Identification of the cultural heritage materials which contribute to the cultural heritage value will be salvaged and explain how they will be reused on site. The reuse of the salvaged materials should be demonstrated in supporting documents (e.g. site plan drawings, landscape plans, interpretation plans).
Excellent Target:	3 points	Built cultural heritage resources are conserved in full conformity with the "Standards and Guidelines for the Conservation of Historic Places in Canada".	Submit: In the Cultural Heritage Impact Assessment and/or Heritage Conservation Plan and/or other documents acceptable to the municipality prepared by an accredited professional (e.g Canadian Association of Heritage Professionals CAHP):

			<ul style="list-style-type: none"> Demonstrate how the cultural heritage attributes which contribute to the cultural heritage value will be conserved in full conformity with the “Standards and Guidelines for the Conservation of Historic Places in Canada”.
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Metric:	BE-6 Enhancing Urban Tree Canopy and Shaded Walkways and Sidewalks		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To provide street trees to promote a more pleasant walkable pedestrian environment, contributing to a healthy community. Targets are additional to the municipal planting requirements. Street trees provide ecosystem services and health benefits.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Provide shade within 10 years for at least 50% of the walkways/sidewalk lengths All trees should be selected from the applicable municipal tree list.	Submit: On a Landscape Plan: <ul style="list-style-type: none"> Identify the total length of existing and or planned sidewalk in the proposed development, and the total length of existing and or planned sidewalk with trees abutting the sidewalk, measured as a percentage of sidewalk length.
Great Target:	+2 points (total 4 points)	Provide shade within 10 years for at least 75% of the walkways/sidewalk lengths. All trees should be selected from the applicable municipal tree list.	
Great Target:	2 points	Provide shading within 10 years for at least 50% of parking areas. All trees should be selected from the applicable municipal tree list.	Submit: On a Landscape Plan: <ul style="list-style-type: none"> Identify total parking area and the total parking area that is shaded by the tree canopy and quantify as a percentage.
Good Target:	2 points	Provide street trees on both sides of streets at distance intervals 6-8 metres or less.	Submit: On a Landscape Plan: <ul style="list-style-type: none"> Identify the distance intervals of street trees.
References:	City's Official Plan LEED ND NPDC14		

Metric	BE-7 Salt Management		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	Applying more salt than is necessary shortens pavement life and accelerates building and vehicle corrosion. Thoughtful parking lot design can reduce salt use by preventing snowmelt from refreezing and reducing snow deposition by wind. Reducing salt use also helps protect the natural environment from salt exposure.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Provide two of the following measures: <ul style="list-style-type: none"> • 2-4% grade throughout all parking lots to ensure proper drainage and limit refreezing • Use of salt-tolerant species of vegetation in areas that will receive meltwater. • Use of trees as windbreaks around the site perimeter. • Heated or covered walkways near building entrances. • Providing well-planned, designated snow storage area(s) to ensure meltwater drains as intended in the site design. 	Submit On a Landscape Plan: <ul style="list-style-type: none"> • Document the measures being used to promote salt reduction.
References:	Parking Lot Design Guidelines to Promote Salt Reduction “ Lake Simcoe Region Conservation Authority, 2017		

Metric:	BE-8 Carshare & Carpool Parking		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage carpooling and reducing dependence on single-occupant vehicles. Carpooling results in carbon savings, less air pollution, less congestion, and improved social connections.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Satisfy all municipal parking standards and dedicate 3% of parking spaces on-site to carpooling and/or carshare/zip car (does not apply to compact cars). Provide preferred parking for these vehicles by incorporating signage and/or pavement markings.	Submit: On the Site Plan drawing: <ul style="list-style-type: none">Quantify the total parking spaces included per building on the site.Quantify the total parking spaces that are dedicated to carshare/zip car or carpooling.Identify the dedicated parking spaces and highlight proximity/preferred location relative to building entry.
Great Target:	+1 additional point (total 2 points)	Satisfy all municipal parking standards and dedicate 5% of parking spaces on-site to carpooling and/or carshare/zip car (does not apply to compact cars). Provide preferred parking for these vehicles by incorporating signage and/or pavement markings.	
References:	TGS LEED 2009 NC SSc4.3		

Metric:	BE-9 Surface Parking Footprint		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	<p>To promote efficient use of developable land and to support on-street retail and pedestrian-oriented built environments by discouraging the location of parking in front of buildings and minimize the adverse environmental impacts of parking facilities.</p> <p>Surface parking can block access and visibility to homes and businesses. Minimizing or carefully locating surface parking can result in more pedestrian-friendly and valuable streetscapes.</p>		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	All surface parking on site is located at the side or rear of buildings.	<p>Submit:</p> <p>On the Site Plan Drawing:</p> <ul style="list-style-type: none"> Identify the building frontage and the surface parking location(s). <p>Note:</p> <ul style="list-style-type: none"> No more than 20% of the total development footprint area will be used for off-street surface parking facilities and no individual surface parking lot will be larger than 2 acres.
Great Target:	+1 additional point (total 2 points)	Less than 15% of the total developable area is provided to parking at grade and is located at the rear or side of buildings.	<ul style="list-style-type: none"> Calculate the total area dedicated to surface parking/parking facilities and the total project site area. Identify the percent (%) of site area allocated to surface/facility parking.
Excellent Target:	3 points	All new on-site parking is provided below grade or in structured parking, and no surface parking is provided.	<ul style="list-style-type: none"> In intensification areas, if the project includes a parking structure, quantify the total parking spaces within the structure and on the site. Calculate and declare the percent (%) of parking spaces that are provided within the parking structure. <p>Notes:</p> <ul style="list-style-type: none"> For this metric, surface parking facilities include ground-level garages unless they are under habitable building space. Underground or multi-story parking facilities within the habitable building space and on-street parking spaces are exempt from this limitation. Excluding spaces dedicated to short-term parking and pickup/drop-off.
References:	<p>LEED ND NDPc5</p> <p>City of Vaughan Urban Design Guidelines</p>		

Metric:	BE-10. Electric Vehicle Charging Stations		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage the use of electric vehicles. In Ontario, electric vehicle use can result in carbon savings and less air pollution.		
	Points	Requirements	Documenting Compliance
Good Target:	3 points	Provide electric vehicle supply equipment (EVSE) to serve 10% of the required parking spaces.	Submit: On the Site Plan and Landscape Plan: <ul style="list-style-type: none">Quantify the number of total parking spaces included per building on the site.Quantify the number of total parking spaces that will be provided with EVSE. For Site Plans and Draft Plan Applications: <ul style="list-style-type: none">A Letter of Commitment from a qualified professional (e.g. electrical engineer, landscape architect, architect) and the owner/developer/builder confirming the number of EV charging stations and the percent of parking spaces with EVSE. Notes: <ul style="list-style-type: none"><i>Electric vehicle supply equipment (EVSE)</i> is defined by the Ontario Electrical Safety Code as the complete assembly consisting of cables, connectors, devices, apparatus, and fittings, installed for power transfer and information exchange between the branch circuit and the electric vehicle. For the requirements of this metric, applicants are encouraged to consult with the local municipality to determine the appropriate level or equivalent for EVSE.<i>Rough-in provisions</i> are defined as empty raceways starting in a junction box in the electrical room and terminating in a junction box central to each parking floor. Raceways will be empty to accommodate future wiring.
Great Target:	+2 additional points (total 5 points)	Provide electric vehicle supply equipment (EVSE) to serve 20% of the required parking spaces.	
Great Target:	2 points	Design 50% or more of the required parking spaces to permit future EVSE installation (e.g. rough-in).	
References:	TGSv3 AQ1.3		

Metric:	M-1 Block Length		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input type="checkbox"/> Site Plan		
Metric Intent:	<p>To develop blocks of dwelling units with increased connectivity offering pedestrians multiple routes to reach their destination and to allow blocks with the flexibility to accommodate both residential and commercial lot sizes.</p> <p>Walkable blocks improve connectivity and reduce dependence on vehicles.</p>		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	75% of block lengths do not exceed 250 m.	<p>Submit:</p> <p>In the Urban Design Brief, or Draft Plan site statistics:</p> <ul style="list-style-type: none"> • Measurement of the block lengths for all blocks included in the plan. • Identify and confirm the percentage (%) of block lengths that are less than 250m • Blocks are determined by roads/streets, and not pathways or trails. <p>Block perimeters should generally not to exceed 550m</p> <ul style="list-style-type: none"> •
Great Target:	+1 additional point (total 2 points)	All block lengths do not exceed 250 m.	<ul style="list-style-type: none"> • Measurement of the block lengths and the block perimeter lengths for all blocks included in the plan. • Confirm that all block lengths are less than 250m. • Blocks are determined by roads/streets, and not pathways or trails. <p>Block perimeters should generally not to exceed 550m</p> <ul style="list-style-type: none"> •
Excellent Target:	+1 additional point (total 3 points)	All blocks do not exceed 80m x 150m in size.	<p>In the Urban Design Brief, Planning Justification Report or Draft Plan site statistics:</p> <ul style="list-style-type: none"> • Measure the block sizes and confirm there are no blocks greater than 80m x 150m. • Blocks are determined by roads/streets, and not pathways or trails.
References:	<p>Thinking Green Item 3</p> <p>LEED NPDp1</p> <p>HBS Core Element 4: Street Connectivity</p>		

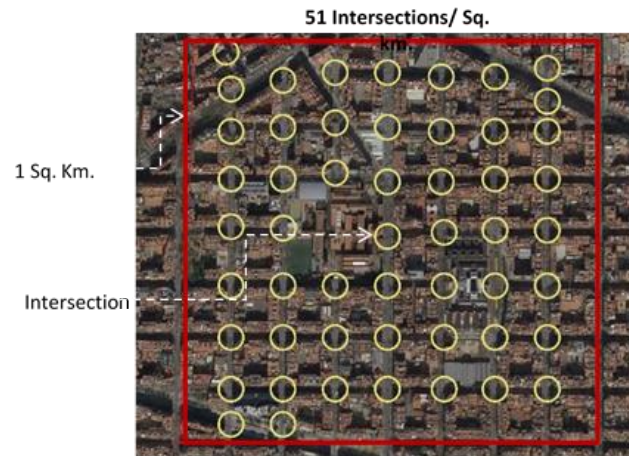
Metric:	M-2 School Proximity to Transit Routes, Cycling Network, and Walkways		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input type="checkbox"/> Site Plan		
Metric Intent:	To encourage children to walk and cycle to school to reduce traffic congestion at school sites and promote active transportation and improve air quality around schools and child care centres. Walking, bicycle or transit use results in carbon savings and less air pollution. They also provide health benefits and more connectivity between occupants.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	All public schools are located within a 400 m walking distance to transit routes and/or dedicated cycle network.	Submit: On a Block Plan, Draft Plan, or Planning Justification Report, show the following by using radial circles to show the 400 m and 200 m from each school:
Great Target:	+1 additional point (total 2 points)	All public schools are located within a 200 m walking distance to transit routes and/or dedicated cycle network.	<ul style="list-style-type: none">• Location of the proposed development• Existing or planned public school(s)• Existing or planned transit stops• Existing or planned dedicated cycle network(s) Notes: <ul style="list-style-type: none">○ Amenities captured in the “Good Target” can be counted towards the “Great Target”.○ For all of the existing or planned schools, quantify the radial walking distance (in meters) to existing or planned transit stops and dedicated cycling networks.○ This metric is only applicable if the plan has schools located within the Block Plan or Draft Plan.
References:	Region of Peel, Healthy Background Study Framework (2011)		

Metric:	M-3 Intersection Density		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input type="checkbox"/> Site Plan		
Metric Intent:	To develop blocks of dwelling units with increased connectivity offering pedestrians multiple routes to reach their destination and to allow blocks with the flexibility to accommodate both residential and commercial lot sizes. Walkable blocks improve connectivity and reduce dependence on vehicles.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Provide for 40-50 streets intersections per square kilometre (sq.km).	Submit: In the Urban Design Brief, Planning Justification Report or Draft Plan site statistics: <ul style="list-style-type: none"> Determine the number of eligible intersections and divide by the net developable area as defined below for <i>"Square Kilometre"</i> Determine the number of eligible intersections included within the plan per sq.km. Notes: <ul style="list-style-type: none"> Eligible Intersections may include: Publicly accessible streets, the intersection of streets with dedicated alleys, laneways and transit right-of-ways Non-Eligible Intersections generally include intersections where you must enter and leave an area through the same intersection, for example, cul-de-sacs and gated street entrances <i>Square Kilometre</i> is defined as the total area of land available for development, similar to the net developable area, and its calculation excludes water bodies, parks larger than 0.2 hectares, natural heritage system lands, public facility campuses, airports, existing and proposed 400-series highways, and rail yards.
Great Target:	+1 additional point (total 2 points)	Provide for 51-60 street intersections per sq.km.	
Excellent Target:	+2 additional point (total 4 points)	Provide for more than 61 street intersections per sq.km.	

LEED NPDp3
Nets Foundation

The following diagram is an example for 51 intersections per sq.km.

References:



Metric:	M-4 Promote Walkable Streets		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote active transportation and encourage walking through the provision of safe and comfortable street environments. Walkable streets reduce the dependence on vehicles, improve connectivity and are an important component for healthy and complete communities.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Where not a mandatory requirement, and where supported by the municipality, provide/ extend continuous sidewalks on both sides of public and/or private roads/streets.	Submit: In the Site Plan Drawings (Site Plan) or Transportation Study (Block/ Draft Plans): <ul style="list-style-type: none"> • Verify and document that the sidewalks comply with Municipal Standards and are at a minimum, 1.5 meter in width. • Determine the total length of streets included in the project boundary. • Determine the percentage (%) of street lengths where sidewalks are continuous and included on both sides of the street.
References:	LEED ND NPDc1		

Metric:	M-5 Pedestrian Amenities		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage active transportation through walking and increased use of public transit and to increase daily destinations in our communities to be connected through convenient, safe and accessible pedestrian connections. Walkable connections improves the physical and mental wellbeing of residents of all ages and abilities and helps to reduce dependence on motor vehicle use, reduce air pollution and greenhouse gas emissions and help mitigate climate change.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Provide pedestrian connections between the site and adjacent destinations, and provide 1 type of pedestrian amenity consistently along on-site connections.	Submit: On the Site Plan or Landscape Plan: <ul style="list-style-type: none">Identify existing or proposed transit routes that are within walking distance to the building (e.g. 200 m). If applicable, highlight a linkage that connects a building entry to the transit stop.Identify the connections that link a building entry to adjacent destinations such as but not limited to, pedestrian paths, surface transit stops, parking areas (car and bicycle), schools, etc.Highlight the amenities and/or street furniture (benches, public art, landscaping, etc. that help connects the site to adjacent destinations. Notes: <ul style="list-style-type: none">List of amenities includes; benches, additional bicycling parking, public art, map stands, interpretive/commemorative signage,play equipment, and weather shelters.Destinations include: pedestrian paths, surface transit stops, parking areas (car and bicycle), existing trails or pathways, or schools.Pedestrian connections are only required to be built to the site boundary and not beyond.
Good Target:	1 point	Provide more than 1 type of amenity and/or street furniture consistently along on-site connections and between the site and adjacent destinations.	
References:	Toronto Green Standard Tier II City's Official Plan Toronto Green Standard v3 AQ3.3		

Metric:	M-6 Bicycle Parking		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage active transportation through cycling as a transportation choice and reduce single-occupant vehicle use, and to incorporate active and sustainable travel modes by design and promote Transportation Demand Management initiatives to influence behavior.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Bicycle parking spaces are provided at a rate of 20% higher than municipal standards/guidelines. Bicycle parking shall be located in close proximity to building entrances. Short-term bicycle parking should be located within 25m of building entrance if outdoors. Long-term bicycle parking should be within 50m of an exit or entrance area.	Submit: On the Site Plan drawing: <ul style="list-style-type: none">Quantify the total number of bike parking spaces provided per building.Quantify the total unit count in each of the multi-family buildings.Identify the building types that are included in the project (e.g. mixed-use, multi-family, commercial, retail, institutional).Quantify the ratio of bike parking spaces per residential unit (for multi-family buildings).Label the distance to entrances or access from bicycle parking.
Great Target:	+1 additional point (total 2 points)	Bicycle parking spaces are provided at a rate 50% higher than municipal standards/guidelines.	
Excellent Target:	2 points	Bicycle parking shall be located in close proximity to building entrances. Short-term bicycle parking should be located within 25m of building entrance if outdoors. Long-term bicycle parking should be within 50m of an exit or entrance area. And All bicycle parking shall be weather protected.	
Excellent Target:	1 point	1 shower and change room are provided (for men and women) per 30 bicycle parking spaces associated with non-residential development.	
References:	Municipal Bicycle Parking Requirements City of Brampton By-Law 270-2004 as amended. City of Vaughan By-Law 1-88 City of Richmond Hill By-law 30-18		

Metric:	M-7 Implementing Trails and Cycling Infrastructure		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To implement pedestrian and cycling infrastructure to further promote active forms of transportation and comply with City's Transportation Master Plan and/or Pathways Master Plan. Cycling and walking results in carbon savings and less air pollution. It also provides health benefits and more connectivity between occupants		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Advance the objectives of the applicable municipal Active Transportation Master Plan and/or Pathways Master Plan by implementing the objectives of the Plan.	<p>Submit:</p> <p>For Block Plans, Draft Plans and Site Plans in the Transportation Study.</p> <ul style="list-style-type: none"> • Identification of any existing or planned trails and cycling paths located in the plan. • If applicable, highlight the trails and cycling paths that comply with the Municipal Master Plan. <p>Additional documenting for Draft and Site Plans:</p> <ul style="list-style-type: none"> • If applicable, identify the additional features that advance the objectives of the applicable pedestrian and cycling master plan (e.g. Provide trailheads, trail signs, information signage, and/or seating areas).
References:	City's Transportation Master Plan Pathways Master Plan TRCA Trail Strategy TRCA Living City Policy		

Metric:	M-8 Proximity to Active Transportation Network		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote active transportation through the provision of public multi-purpose trails/paths and cycling infrastructure and satisfy City's Official Plan policies/targets. Cycling results in carbon savings and less air pollution. It also provides health benefits and more connectivity between occupants.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	100% of residents/jobs are within 400 m of existing or Council approved public multi-use trails and cycling infrastructure..	<p>Submit:</p> <p>In the Traffic Impact Study or Transportation Demand Management Plan or Transportation Study:</p> <ul style="list-style-type: none"> • Provide a map showing the subject lands/area of development, a 400m buffer from the boundaries of the development as well as any existing or municipally approved cycling networks. <p>Notes:</p> <ul style="list-style-type: none"> ○ These points are only awarded if a cycling network is included in the project boundary
References:	City's Official Plan City of Vaughan Pedestrian and Bicycle Master Plan 2019		

Metric	M-9 Distance to Public Transit		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote and support alternative transportation modes to vehicle use and to satisfy City's Official Plan targets. Transit-oriented communities reduce vehicle-kilometres traveled and associated emissions, have reduced traffic casualty rates and support walking and cycling which improves community health.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	The site is within 800 m walking distance to an existing or planned commuter rail, light rail, bus rapid transit or subway with stops, OR The site is within 400 m walking distance to 1 or more bus stops with frequent service.	Submit: In the Urban Design Brief and/or Transportation Study (Draft Plans) and Traffic Impact Study and/or Transportation Demand Management Plan (Site Plan): <ul style="list-style-type: none">• Include a map and/or figure which shows the 400m or 800m radii and the existing or planned commuter rail, subway, light rail, and bus stops with frequent service.
Great Target:	+1 additional point (total 2 points)	The site is within 400 m walking distance to an existing or planned commuter rail, light rail, bus rapid transit, or subway with frequent stops, OR The site is within 200 m walking distance to 1 or more bus stops with frequent service.	Notes: <ul style="list-style-type: none">• <i>Frequent Service</i> is defined as transit with trips in intervals no greater than 30 minutes during peak times per line per direction and available during hours of typical building operation.
References:	Region of Peel Official Plan City's Official Plan LEED NC 2009 SSc4.1 LEED ND SLLc3		



Source: Malone Given Parsons Ltd.

Metric:	M-10 Traffic Calming		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage active transportation through the provision of walkable streets by reducing operational speeds. Walkable streets and traffic calming measures can provide a safer and more comfortable streetscape to cyclists and pedestrians, and help to reduce traffic speeds, volumes, and related emissions.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	75% of new local streets/roads are designed with traffic calming strategies.	Submit: In a Transportation Study or Traffic Calming Report: <ul style="list-style-type: none">• Highlight the new residential-only streets and new non-residential/mixed-use streets in the project, as applicable.• Identify the percent (%) of street length (broken out by residential only and non-residential) that includes street calming techniques developed in consultation with municipal transportation planning staff.• Provide a drawing identifying the traffic calming strategies that are included in the project.
Great Target:	+2 additional point (total 3 points)	100% of new local streets/roads are designed with traffic calming strategies.	
Good Target:	1 point	50% of new non-residential and/or mixed-use streets are designed with traffic calming strategies.	Notes: Traffic calming strategies include but are not limited to: <ul style="list-style-type: none">○ Neckdowns/centre island narrowing,○ Raised crosswalks,○ Traffic circles and roundabouts,○ Speed display boards/vehicle activated traffic calming signs (VATCS).
Great Target:	+2 additional points (total 3 points)	75% of new non-residential and/or mixed-use streets are designed with traffic calming strategies.	
References:	LEED ND NPDc1		

Metric:	NE-1. Preserve Existing Healthy Trees		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	Preservation of existing trees supports health and well-being. Preserving trees can increase property value while providing ecological and climate change benefits. Larger trees are often valued by occupants. Preserving trees can be a cost-effective method to improve the overall appearance of a community while providing ecological and climate change benefits.		
	Points	Requirements	Documenting Compliance
Good Target:	3 points	Preserve 25% of healthy mature trees in situ on site.	Submit: On an Arborist Report: <ul style="list-style-type: none">Identify all trees as per municipal standards, label all the healthy mature trees including hedgerows on the site, the trees that will be protected, moved or, removed as per municipal standards. Additionally, identify these trees on Landscaping Plan.Provide the percent (%) of healthy tableland trees that will be protected (in-situ) on-site on the Landscape Plan. Notes: <ul style="list-style-type: none">This metric (and associated points) are excluded if there are no healthy mature trees within the project boundary.This metric applies for healthy, mature trees on the developable portion of the site (e.g. not in the protected natural heritage system).Healthy mature trees include those evaluated as being fair or above by a qualified arborist and Xmm DBH as per municipal requirements. Note that the “X” refers to a measurement that will be specific to each municipality.
Great Target:	+2 additonal points (total 5 points)	Preserve 50% of healthy, mature trees in situ on site or preserve 100% of healthy hedgerows in situ on site.	
References:	Vaughan Tree Protection Protocol. Markham Trees for Tomorrow Manual.		

Metric:	NE-2. Soil Quantity and Quality for New Trees		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To provide soil quantity and quality that enables new trees to thrive. Higher amounts of good quality soil help ensure thriving long-lived plant life.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Provide a minimum of 30m³ of soil for each new tree and a minimum of 100 cm of uncompacted soil depth. Where there is a grouping of trees, provide a minimum of 20m³ of soil for each new tree, and a minimum of 100 cm of uncompacted soil depth, or equivalent municipal standard.	Submit: As part of Draft Plan of Subdivision submission, provide a Letter of Commitment from a qualified professional (landscape architect or architect) and the owner/ developer/ builder confirming that the metric requirement will be achieved and that details will be provided in the Landscape Plan during subsequent submission. Following Draft Plan approval and as part of the technical review/detailed design, on the Landscape Plan specify and identify the tree planting locations, soil quality and the soil volume provided per tree
Great Target:	+2 additional points (total 4 points)	Provide 25% more than the total soil volume required by municipal standards.	As part of a Site Plan submission, on a Landscape Plan and/ Drawings:
Excellent Target:	2 points	Provide uncompacted topsoil layer of tree pits, trenches, or planting beds with the following properties: <ul style="list-style-type: none">Organic matter content of 10 to 15% by dry weight and a PH of 6.0 to 8.0.A minimum depth of 100 cm, or in accordance with municipal standards, whichever is higher.Provide adequate drainage.	<ul style="list-style-type: none">Show the tree planting locations, soil quality and the soil volume provided per tree.
References:	Vaughan’s Tree Protection Protocol Toronto Green Standard v3 TRCA (2012) Preserving and Restoring Healthy Soils Best Practice Guide for Urban Construction Credit Valley Conservation (2017) Healthy Soils Guideline for the Natural Heritage System Vineland Research (2019) Ontario Landscape Tree Planting Guide Sustainable Technologies Evaluation Program (STEP) (2017) Compost Amended Planting Soil Specifications		

Metric	NE-3 Healthy Soils		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To limit disturbance of healthy soil to: <ul style="list-style-type: none">○ Protect soil horizons and maintain soil structure.○ Support biological communities (above-ground and below-ground). Ensure that new development contains healthy soil quality and quantity to help restore the natural functions of soils and vegetation and to help ensure the soil is appropriate for the proposed plantings.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	A minimum topsoil depth of 200 mm is provided across the entire site (excluding paved surfaces).	Submit: On a Landscape Plan: <ul style="list-style-type: none">• Identify the minimum topsoil depth that is provided across the entire site.
Great Target:	+1 additional point (total 2 points)	A minimum topsoil depth of 300 mm is provided across the entire site (excluding paved surfaces).	
References:	TRCA Preserving and Restoring Healthy Soils Best Practice Guide for Urban Construction CVC's Healthy Soil Guidelines for Natural Heritage System Sustainable Technologies Evaluation Program (STEP) (2017) Compost Amended Planting Soil Specifications		

Metric:	NE-4 Connection to Natural Heritage		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To provide connections to nature and green spaces to benefit human health through proximity or access, and to minimize the amount of the natural heritage that is backlogged by residential development. Natural spaces are sought after by occupants and can be perceived as a valuable amenity. They can be quiet natural spaces where occupants can connect with nature and exercise.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Provide physical public connections (such as public access blocks, single loaded roads, parks, sidewalks, etc.) to 25% of the length of the natural heritage system that abuts the proposed development (interface between development and natural heritage systems).	Submit: On a Landscape Plan or Site Plan: <ul style="list-style-type: none">The location of a natural heritage system within the project boundary. Include any pathways within the natural heritage system) and highlight any associated parking for users of the natural heritage system.Determine the length of the border of the natural heritage system with potential access to the site.Highlight the proposed strategies to provide the physical public connection to the natural heritage system.Determine what percentage (%) of the natural heritage system with potential access to the site has been provided with physical public connections.
Great Target:	+2 additional points (total 4 points)	Provide physical public connections (such as public access blocks, single loaded roads, parks, sidewalks, etc.) to 50% or more of the length of the natural heritage system that abuts the proposed development (interface between development and natural heritage systems).	Notes: <ul style="list-style-type: none">Percentage (%) of the natural heritage system is determined by the length of the border.Backlotting shall not be accepted towards this calculation.Natural Heritage areas which abut parking lots are not counted as part of the physical public connection border. The intent of this metric is to promote accessible green space through low impact access. Development that is directly abutting the Natural Heritage System may adversely affect the natural environment.
References:	City of Vaughan’s City-wide Urban Design Guidelines Performance Standard No. 4.3.5		

Metric	NE-5 Natural Heritage System Enhancements		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To improve natural heritage system function with respect to wildlife habitat and/or ecological functions, Satisfy City's Official Plan requirements, and provide habitat for local biodiversity including native pollinator species.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Provide and implement Woodland Management Plan within and/or abutting the subject lands, where not already required by the municipality.	Provide a Woodland Management Plan in accordance with the municipal Terms of Reference.
Good Target:	1 point	Provide and implement an Invasive Species Management Plan for a natural heritage feature, where not already required by the municipality.	Provide an Invasive Species Management Plan in accordance with the municipal Terms of Reference.
Good Target:	1 point	Provide habitat structure(s) for species at risk, such as bird structures, butterfly boxes, and hibernaculum.	In the Environmental Impact Study: <ul style="list-style-type: none"> Outline the design and ecological function of the habitat structure(s). Provide a figure illustrating the proposed locations of the habitat structure(s). Provide a design specification of the habitat structure(s).
Great Target:	2 points	Provide a form of natural heritage restoration/enhancement that provides a net ecological gain, above municipal requirements.	In the Environmental Impact Study: <ul style="list-style-type: none"> Outline the natural heritage restoration/enhancement, its ecological function, and how it achieves a net ecological gain above municipal requirements. Provide a figure illustrating the proposed locations of the natural heritage restoration/enhancement. Provide a design specification for the natural heritage restoration/enhancement.
Excellent Target:	5 points	Design and deliver a linear continuous/uninterrupted naturalized corridor that creates a functional linkage between at least two natural heritage features.	In the Environmental Impact Study: <ul style="list-style-type: none"> Outline the design and ecological function (e.g. wildlife corridor, amphibian passage, meadow-way/grassland) of the linkage. Provide a plan/figure illustrating the proposed linkage including dimensions, landscape treatment, and the natural heritage features it will be connecting, which will be used to inform detailed design.
References:	TRCA, Invasive Plant List Credit Valley Conservation, Native Plants for Pollinators Toronto Pollinator Protection Strategy, City of Toronto City of Brampton Woodland Management Plan Guidelines		

Metric	NE-6 Supporting Pollinators		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To provide habitat that supports pollinators. Without pollinators, much of the food we eat and the natural habitats we enjoy would not exist. Pollinators are under increasing stress due to habitat loss, invasive species, diseases, pesticides, and climate change.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Native plants that support pollinators make up 25% of total quantity of plants proposed on the landscape plan.	Pollinator plant species must be selected from the Credit Valley Conservation “Native Plants for Pollinators”, Toronto Region Conservation Authority “Maintaining Your Pollinator Habitat” or alternative list approved by the municipality.
Great Target:	+1 additional points (total 2 points)	Native plants that support pollinators make up 50% of the total quantity of plants proposed on the landscape plan.	On the Landscape Plan: <ul style="list-style-type: none">Identify the species and proposed quantities of native plants (trees, shrubs, perennials, etc.) that support pollinators on the plant list. Provide a calculation that illustrates the total percentage of native pollinator plants by dividing the number of native pollinator plants by the total quantity of all plants.
References:	Credit Valley Conservation, Native Plants for Pollinator Toronto Pollinator Protection Strategy, City of Toronto NRCAN, North American Trees and Shrubs that Provide Forage for Pollinators TRCA, Maintaining Your Pollinator Habitat, https://trca.ca/app/uploads/2016/04/PollinatorMaintenanceGuide_WEB.pdf TRCA, Creating Habitat, https://trca.ca/app/uploads/2016/04/2602-Stewardship_Habitat-SinglePg_PRESS.pdf		

Metric	NE-7 Dedicate Land for Private Fruit and Vegetable Garden Space		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote community-based food production, promote self-reliance among users, improve physical and mental wellbeing, and encourage social interaction. Gardens help people of all ages and abilities be physically and mentally active, provide a connection to nature, a connection to our past, and a cost effective way to provide healthy food.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	<p>Provide garden space for food as follows:</p> <p>For multi-unit residential developments:</p> <ul style="list-style-type: none"> Provide garden space that is equal to 25 square metres (or 250 square feet) of the rooftop or total landscaped site area. <p>For ground-oriented residential developments:</p> <p>Provide garden space that is equal to 5% of the total project landscaped site area.</p>	<p>Submit:</p> <p>On the Landscape Plan or the Urban Design Submission:</p> <ul style="list-style-type: none"> Identify the total garden space area. Determine the total landscaped area of the project. Specify total area of garden space provided <p>Notes:</p> <ul style="list-style-type: none"> <i>Garden space</i> is defined as land and/or an alternative mechanism with a growing medium that will be used to cultivate plants for food. Achieving this metric for ICI can be considered for meeting the Innovation metric requirements.
References:	LCC 1.2, Place: Urban Agriculture LEED ND NPDc13		

Metric:	NE-8 Access to Public Parks		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote visual and physical access to public parks. Natural and community spaces are sought after by occupants and can be perceived as a valuable amenity. Providing access to public parks can make it easier for people of all ages and abilities to integrate physical activity as part of their daily activity, helps to increase energy levels, and can help decrease stress.		
	Points	Requirements	Documenting Compliance
Good Target:	3 points	For Brampton, Richmond Hill, and Markham: Provide 2 or more road frontages for each park (e.g. urban square, parkette, and neighborhood park) and For City of Vaughan Only: A minimum of 50% of a park has a public street frontage.	Submit: On the Site Plan (Site Plan), Urban Design Brief, Landscape Plan (Draft Plans), or Community Design Guidelines (Block Plan): <ul style="list-style-type: none">Highlight the urban squares, parkettes, neighborhood parks and community parks included within the application.Determine the number or linear metre of public road frontages for each park type.
Great Target:	+3 additional points (total 6 points)	For Brampton, Richmond Hill, and Markham: Provide 3 or more road frontages for all parks. For City of Vaughan Only: Approximately 50-70% of a park has a public street frontage.	
References:	LEED ND Cornell Community (Markham), Mount Pleasant Village (Brampton) City's Development Design Guidelines		

Metric:	NE-9 Stormwater Quantity		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To implement a treatment-train approach to stormwater management practices emphasizing on source and conveyance controls to promote infiltration, evaporation, and/or re-use of runoff and/or rainwater. This will help maintain stream flows and thermal regimes that aims at mimicking predevelopment conditions. Managing stormwater at the early stages of the treatment-train can provide more resilient communities and reduce risks of downstream flooding and erosion.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Retain runoff volume from the 10 mm rainfall event on public and private sites.	Submit: In the Functional Servicing Report, Stormwater Management Plan (Block, Plan, Draft Plan and Site Plan), or Master Environmental Servicing Plan (Block, Plan, Draft Plans): <ul style="list-style-type: none">List and describe the design measures used to retain stormwater runoff on-site. Measures could include (but not limited to): Low impact development measures; Stormwater ponds.Highlight the location of design measures (if any) on the applicable plan.Confirm that the quantity and flood controls are in accordance with applicable Municipal and conservation authority requirements.Calculations and signoff by a qualified professional (e.g. engineer) quantifying the amount of runoff that will be retained on site.
Great Target:	+2 additional points (total 4 points)	Retain runoff volume from the 15 mm rainfall event on public and private site.	
Excellent Target:	+3 additional points (total 7 points)	Retain runoff volume from the 25 mm rainfall event on public and private sites.	
References:	Toronto Green Standard Tier II TRCA's Stormwater Management Criteria TRCA and CVC (2012) Low Impact Development Stormwater Management Planning and Design Guide Vaughan's Urban Design Guidelines		

Metric:	NE-10 Stormwater Quality		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To protect receiving water bodies from water quality degradation that may result from development and urbanization. Controlling the quality of stormwater can provide for improved quality of receiving water bodies, resulting in fewer algae blooms, longer swimming seasons, and a variety of other ecological benefits.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Remove over 80% of TSS from all runoff leaving the site during a 25 mm rainfall event (based on the post-development level of imperviousness).	Submit: In the Functional Servicing Report, Stormwater Management Plan (for Block Plan, Draft Plan or Site Plan), or Master Environmental Servicing Plan (for Block, Plan, or Draft Plans):
Great Target:	+4 additional points (total 5 points)	Remove over 90% of total suspended solids (TSS) from all runoff leaving the site during a 25mm rainfall event based on the post-development level of imperviousness and at a minimum, two LID strategies must be used to treat the stormwater on-site.	<ul style="list-style-type: none">A list and description of the filtration measures used to treat the stormwater runoff on-site. Strategies could include (but are not limited to):<ul style="list-style-type: none">Stormwater Ponds,Oil-grit separators (ETV certified),Filters,Bioswales.Highlight the design measures (if any) on a plan.Quantify the percent (%) of TSS removed from a 25 mm rainfall event.
References:	Toronto Green Standard Tier II TRCA's Stormwater Management Criteria Toronto and Region Conservation Authority(TRCA) and Credit Valley Conservation Authority (CVC) (2012) Low Impact Development Stormwater Management Planning Design		

Metric:	NE-11 Rainwater and Greywater Use		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To reduce potable water use for interior building functions.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	Buildings designed for rainwater and greywater re-use readiness (e.g. plumbing infrastructure rough-ins or dedicated cistern space for indoor rainwater or greywater use or greywater irrigation that may be connected in the future are included in the building).	<p>Submit:</p> <ul style="list-style-type: none"> A Letter of Commitment signed by a qualified professional (e.g. architect, engineer) and the owner/developer/builder committing that the project will either be designed for rainwater use ready (e.g. plumbing infrastructure rough-in, dedicated location for cistern) or will re-use rainwater on-site (for toilet flushing, irrigation, and outdoor uses). <p>On a Site Plan:</p> <ul style="list-style-type: none"> Highlight the design measures (e.g. Onsite water recycling systems, rainbarrels, cistern location/size, site drainage). <p>○</p>
Great Target:	+2 additional points (total 3 points)	Rainwater or greywater is captured on-site and used for low-grade functions (e.g. rainbarrels, onsite water recycling systems, plumbing infrastructure or a cistern are included in the building.).	

Metric:	NE-12 Multi-purpose Stormwater Management		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To beautify naturalized stormwater management facilities, and, to enhance the public use value of these facilities as components of the municipal natural heritage open space system. Stormwater control can be perceived as an opportunity. Ponds can provide amenity space for occupants to enjoy or water can be viewed as an asset for use.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Introduce beautification measures/amenities that beautify stormwater management ponds (e.g. public art, interpretive signage).	<p>Submit:</p> <p>In the Functional Servicing Report or Stormwater Management Plan):</p> <ul style="list-style-type: none"> Identify beautification measures (public art, interpretative signage, visually pleasing infrastructure, etc.) included within the project that is above and beyond City's landscape specifications and applicable standards. <p>Notes:</p> <ul style="list-style-type: none"> Single-lot residential developments are excluded. Any proposed beautification measure will not reduce the performance function of the stormwater pond. Fountains are not acceptable beautification measures.
References:	Appendix E - Stormwater Management Pond Design Guidance of TRCA SWM Criteria document (2012)		

Metric:	IB-1. Buildings Designed and/or Certified under an Accredited “Green” Rating System		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To recognize appropriate independent third-party certification systems incorporated into the proposal. Sustainability certification systems, provide recognizable certifications demonstrating to the public that degrees of sustainability are being achieved. This can result in increased value for the buildings or neighborhoods.		
	Points	Requirements	Documenting Compliance
Good Target:	1 to 7 points (1 point per building, total 7 points available)	The project boundary includes 1 to 7 green buildings enrolled in one or more recognized third party standards.	Submit: <ul style="list-style-type: none">A Letter of Commitment signed by a qualified professional (architect, professional engineer, LEED professional) and the owner/developer/builder that includes confirmation that at least one building within the project is to be certified to a recognized third-party green rating system.Confirmation of registration for a third-party green rating system (e.g. a receipt of the registration fees).For EnergyStar Multifamily Only: Signed a Partnership Agreement with EnerQuality acknowledging their roles and responsibilities as a partner and documenting their commitment to meet the MFHR Program Requirements. https://www.energystar.gov/partner_resources/residential_new/program_reqs/mfhr/certification Notes: <ul style="list-style-type: none">The application includes one of the following Third-Party Accredited Green Rating Systems for purpose-built neighborhoods and communities:<ul style="list-style-type: none">LEEDv4 or LEEDv4.1 (not including LEED for Commercial Interiors)Passive HouseLiving Building ChallengeCaGBC Zero Carbon Building Design Standard Version 2 (March 2020)Energy Star Multifamily
Excellent Target:	1 additional point per building	If a building is registered for more than one green rating system certification.	
Good Target:	2 points	The application includes one of the following green neighbourhood rating systems: <ul style="list-style-type: none">LEED NDOne Planet Living	
References:	City’s Official Plan Sustainable Design and Construction Policy for Municipal Buildings CaGBC Zero Carbon Building Design Standard Version 2, March 2020 York Region Sustainable Development through LEED Incentive Program		

Metric:	IB-2 Universal Design		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To enable a wide spectrum of people to live within and access new buildings (regardless of age or ability). To provide accessibility to occupants beyond the Ontario Building Code (OBC) which mandates a barrier-free path of travel is included in 15% of Multi-Residential Units as per OBC. Inclusive buildings and neighborhoods expand the number of potential users, thereby increasing value. They also enable more diversity in age.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Design a minimum of 20% of the Dwelling Units (DU) in accordance with ICC/ANSI A117.1 Universal Design Standards (or equivalent).	Submit: A Letter of Commitment signed by an accredited professional (e.g architect, engineer, accessibility consultant) which declares that the metric requirements have been achieved.
Great Target:	+1 additional points (total 3 points)	Design a minimum of 30% of the Dwelling Units (DU) in accordance with ICC/ANSI A117.1 Universal Design Standards (or equivalent).	On a Site Plan: <ul style="list-style-type: none">• Confirm that 20 or 30% of the units have been designed with a barrier-free path of travel• Quantify the total number of Multi-Residential Units (if applicable) and total dwelling units included within the proposed development• Quantify the number and percent (%) of dwelling units designed to ANSI 117.1 standards or equivalent.
References:	Accessibility Act City's Municipal Accessibility Plan LEED ND NPDC11 Ontario Building Code (2019) requirements		

Metric:	IB-3 Building Accessibility		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To enable a wide spectrum of people to access new buildings, regardless of age or ability. Ontario Building Code (OBC) requires 100% of primary entrances for accessibility. Inclusive buildings and neighborhoods expand the number of potential users, thereby increasing value. They also enable more diversity in age.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	50% of emergency exits above the OBC requirements are designed to universally accessible standards.	Submit: On a Site Plan drawing: <ul style="list-style-type: none">• Identify all building entrances• Identify all building entrances under the OBC that must be designed to accessibility standards and identify the universal accessible design standards that are being applied• Quantify the percent (%) of emergency, and remaining entries/exits that are designed to universally accessible standards. Notes: <ul style="list-style-type: none">• Entrances include all access and entry points into a building.
Great Target:	+2 additional points (total 3 points)	100% of all entries and exits above the OBC requirements are designed to universally accessible standards.	
References:	Ontario Accessibility Act City's Municipal Accessibility Plan LEED ND NPdc11		

Metric:	IB-4 Embodied Carbon of Building Materials: Supplementary Cementitious Materials		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To increase the growing awareness of the importance of addressing the embodied carbon and other GHG emissions associated with building materials. Materials can account for significant impact from their production, and reductions are available through selection and design. Often, lower impact materials are also more cost-effective.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	All concrete on site must have a minimum of 20% Supplementary Cementitious Materials (SCMs).	Submit: <ul style="list-style-type: none"> A Letter of Commitment from a qualified professional (professional engineer or architect) declaring that: Concrete will have an SCM content of 20% or more (Good)/ 40% or more (Great) Notes: Supplementary cementing materials (SCMs) contribute to the properties of hardened concrete through hydraulic or pozzolanic activity. Examples include fly ashes, slag cement (ground, granulated blast-furnace slag), and silica fume. They can be used individually with portland or blended cement or in different combinations. SCMs are often added to concrete to make concrete mixtures more economical, reduce permeability, increase strength, or influence other concrete properties.
Great Target:	+1 additional points (total 2 points)	40% of concrete on site must have a minimum of 40% Supplementary Cementitious Materials (SCMs).	

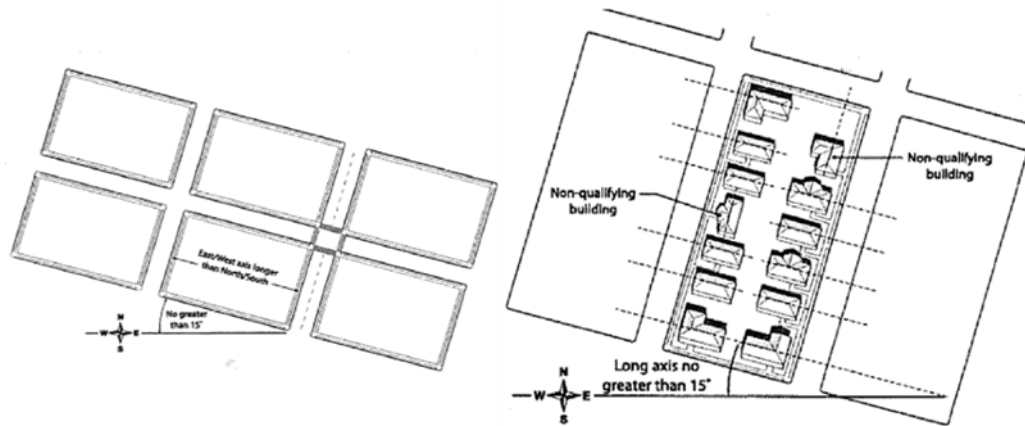
Metric:	IB-5 Embodied Carbon of Building Materials: Life Cycle Assessment		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To increase the growing awareness of the importance of addressing the embodied carbon and other GHG emissions associated with building materials. Materials can account for significant impact from their production, and reductions are available through selection and design. Often, lower impact materials are also more cost-effective.		
	Points	Requirements	Documenting Compliance
Great Target:	3 points	<p>Report embodied carbon emissions for the structural and envelope materials for 10% of Part 3 buildings on site (but at least 1 Part 3 building).</p> <p>To develop the report, use lifecycle assessment software such as Athena Impact Estimator for Buildings Life Cycle Assessment (LCA) software (or equivalent). Consider three methods to reduce the embodied carbon content of each building reviewed.</p> <p>Note Part 3 – Large and complex buildings, four storeys and taller and greater than 600 square metres in the building area.</p>	<p>Submit:</p> <p>On a Site Plan Drawing:</p> <ul style="list-style-type: none"> Identify the building(s) that is being assessed and describe if it is residential, commercial or institutional buildings, the estimated gross floor area, the number of storeys and the number of dwelling units (If residential). Confirm the number of Part 3 buildings on site and if 1 or 10% are being assessed (whichever is greater). Provide the LCA report declaring the materials that are anticipated to be used and the estimated total embodied carbon emissions of these materials used for the structure and envelope. <p>For all requirements that refer to LCA include: Please refer to the Zero Carbon Building Standard for further guidelines on LCA assessments. https://www.cagbc.org/cagbcdocs/zerocarbon/CaGBC_Zero_Carbon_Building_Standard_EN.pdf</p>
Excellent Target:	+2 additional point (total 5 points)	Commit to employing one or more carbon reduction strategies that would result in a 10% reduction in embodied carbon of the design.	<ul style="list-style-type: none"> In addition to the documentation requirements above, provide a Letter of Commitment from a qualified professional (professional engineer or architect) stating the intent to use one or more of low carbon design strategies to reduce the embodied carbon.
References:	CaGBC, Net Zero Carbon Building Standard. May, 2017 CaGBC, Net Zero Carbon Building Standard Version 2. March, 2020		

Metric:	IB-6 Embodied Carbon of Building Materials: Material Efficient Framing		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To increase the growing awareness of the importance of addressing the embodied carbon and other GHG emissions associated with building materials. Materials can account for significant impact from their production, and reductions are available through selection and design. Often, lower impact materials are also more cost-effective.		
	Points	Requirements	Documenting Compliance
Great Targets:	3 points	<p>For all low rise wood-framed construction utilize at least 3 of the following measures:</p> <ul style="list-style-type: none"> • Pre-cut framing packages, • Open web floor trusses, • Stud spacing greater than 400 mm (16"), • Ceiling joist spacing greater than 400 mm (16"), • Floor joist spacing greater than 400 mm (16"), All corners have no more than 2 studs. 	<p>Provide a Letter of Commitment from the developer committing to practice material efficient framing and listing the measures that will be employed from the provided eligible measures.</p> <p>Notes:</p> <ul style="list-style-type: none"> • Embodied carbon can be defined as the lifetime greenhouse gas (GHG) emissions associated with material. It is life cycle thinking applied to a product, and includes GHG's associated with the manufacture, transportation and installation of a product, any GHG's related to product maintenance and renewal, and GHG's associated with the end of life of the product. • Modular construction approach can assist in confirming these requirements.
References	<p>LEED For Homes</p> <p>Athena Sustainable Materials Institute (September 2019) http://www.athenasmi.org/wp-content/uploads/2019/09/About_WBLCA.pdf</p>		

Metric:	IB-7 Reduce Heat Island: Non-Roof		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To reduce ambient surface temperatures and provide shade for human health and comfort. Urban areas are typically much warmer than rural or forested areas due to the areas of exposed dark coloured roofing and roadways. Reducing heat gain can provide more comfortable spaces and some cooling savings.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	<p><u>For Residential and Non-Residential:</u></p> <p>Use one or more of the following strategies to treat 50% of the site's non-roof hardscaping:</p> <ul style="list-style-type: none"> • High albedo paving materials with an initial solar reflectance of at least 0.33 or SRI of 29. • Open grid paving with at least 50% perviousness • Shade from existing or new tree canopy within 10 years of landscape installation. • Shade from architectural structures that are vegetated or have an initial solar reflectance of at least 0.33 at installation or an SRI of 29. • Shade from structures with energy generation. <p>OR</p> <p><u>For Non-Residential:</u></p> <p>Place a minimum of 75% of the required parking spaces under a cover. Any roof used to shade, or cover parking must have a 3 year aged SRI of at least 29 or be a green roof, or be covered by energy generation systems.</p> <p>Note: Hardscaping includes driveways, walkways, courtyards, surface parking areas, artificial turf, and other on-site hard surfaces.</p>	<p>Submit:</p> <p>A Letter of Commitment from a qualified professional (professional engineer or architect) declaring the following:</p> <ul style="list-style-type: none"> • Area of the total hardscape on the site (excluding building footprint) • Highlight on a Site Plan drawing and declare the area for the strategies used to reduce heat island from the hardscape area (e.g. Underground/covered parking, hardscape shading, hardscape materials with an SRI greater than 29, and open grid pavers with pervious greater than 50%). The following products have an SRI greater than 29: <ul style="list-style-type: none"> • White-coated gravel on the built-up roof (SRI 79), • White coating on a metal roof (SRI 82), • White cement tile (SRI 90), • New gray concrete (SRI 35). • For unit pavers and open grid/ pervious paving, provide examples of the products that are intended for the design and provide manufacturer's documentation with the SRI or solar reflectance value to confirm. • Determine the percent (%) of the hardscape area that has employed heat island reduction strategies, relative to the total hardscape area. • Upon completion of construction, provide a Letter of Certification signed by an accredited professional that the metric requirements have been implemented and verified.
Great Target:	+1 additional point (total 3 points)	Use one or more of the strategies presented in the Minimum Target to treat 75% of the site's non-roof hardscaping.	
References	Toronto Green Standard v3 AQ4.1 Toronto Green Standard v3 AQ4.3 LEED NC SSC7.1/7.2		

Metric:	IB-8 Reduce Heat Island–Roof		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To reduce ambient surface temperatures. Urban areas are typically much warmer than rural or forested areas due to the areas of exposed dark coloured roofing and roadways. The impacts of climate change are expected to increase the projected number of heat and extreme heat warnings in the Region which will magnify the urban heat island effect in urban areas. Reducing heat gain can provide more conformable spaces and some cooling savings.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	Provide the following: <ul style="list-style-type: none">Cool roof installed for 100% of the available roof space; or	Submit: On a Landscape Plan, Elevation drawings, or Roof Plan demonstrate the following: <ul style="list-style-type: none">Determine the area of Available Roof Space.For Cool Roof products provide examples of the products that are intended for the design and provide manufacturer’s documentation with the SRI or solar reflectance value to confirm.Determine the percent (%) area of roofing surfaces treated with a cool roof, green roof and/or solar PV as a percent (%) of the total available roof space. Notes: <ul style="list-style-type: none">Available roof space for cool roof areas consists of the total roof area of the building or building addition excluding private terraces no greater in area than the floor of the abutting residential unit at the roof level.Available Roof Space is defined as the total roof area minus the areas designated for renewable energy, residential private terraces, residential outdoor amenity spaces (to a maximum of 2m2/unit, and a tower roof on a building with a floor plate less than 750m2. The definition is from the City of Toronto Green Roof Bylaw.Cool roofing materials have a minimum initial reflectance of 0.65 and minimum emittance of 0.90 or a three-year aged SRI value of 64 for a low-sloped roof and a three-year aged SRI of 15 for a steep-sloped roof. Low sloped roofs have a surface slope of less than 1:6 (9.5 degrees) and steeply sloped roofs have a surface slope greater than 1:6 (9.5 degrees).
Great Target:	4 points	Provide the following: <ul style="list-style-type: none">Green roof installed for 50% of the available roof space;	
Excellent Target:	+2 additional points (total 6 points)	Provide the following: <ul style="list-style-type: none">Green roof installed for 75% of the available roof space;	
References:	City’s Official Plan LEED NC SSC7.1/7.2 Toronto Green Standard v3, AQ4.2 City of Toronto Green Roof Bylaw		

Metric:	IB-9 Passive Solar Alignment		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input type="checkbox"/> Site Plan		
Metric Intent:	To promote energy efficiency by creating the conditions for the use of passive solar design as well as solar photovoltaic and/or solar thermal strategies. Solar energy can provide cost-effective methods to reduce energy use and will have strong climate change benefits.		
	Points	Requirements	Documenting Compliance
Good Target:	3 points	50% (or more) of the blocks have one axis within 15 degrees of East-West (E-W) plane. East-West (E-W) lengths of those blocks are at least as long as the North-South (N-S) lengths of blocks.	Submit: In the Urban Design Brief, or Draft Plan site statistics: <ul style="list-style-type: none">• Highlight the direction of True North.• Measure 15° from the East-West plain for all blocks and buildings (as shown in the figure below).• Highlight and determine the buildings/blocks that have one axis within 15° of East-West (E-W) plane.• Highlight and determine the buildings and blocks that have the East-West (E-W) lengths at least as long as the North-South (N-S) lengths.• Declare the percent (%) of buildings and blocks (relative to the total number of buildings and blocks) that have:<ul style="list-style-type: none">• One axis within the 15° of East-West (E-W) and,• East-west (E-W) lengths at least as long as the North-South (N-S) lengths.
Great Target:	+3 additional points (total 6 points)	75% (or more) of the blocks have one axis within 15 degrees of East-West (E-W) plane. East-West (E-W) lengths of those blocks are at least as long as the North-South (N-S) lengths of blocks.	
References:	LEED ND GIBc10 Diagram for Reference (Source: City of Brampton, https://www.brampton.ca/EN/Business/planning-development/Land-Development-Application/Pages/Help-Infrastructure.aspx) :		



Metric:	IB-10 Controlling Solar Gain		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To control solar heat gains through east and west facing windows.		
	Points	Requirements	Documentation Compliance
Good Target:	2 points	Provide exterior shading for all east and west facing windows.	<p>On building elevations, identify the exterior shading method that will be used on all east and west facing windows.</p> <p>Notes:</p> <ul style="list-style-type: none"> ○ Acceptable exterior shading includes operable shutters, overhangs, brise soleil, awnings, solar blinds, screens, horizontal louvers and жалюзи.
References:	Institute for Catastrophic Loss Reduction, and Durham Region. Durham Region Climate Resilience Standard for New Houses - Draft for Consultation (February 2018).		

Metric	IB-11 Solar Readiness		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To reduce the negative impacts of fossil fuel-based energy and reduce dependence on the electricity grid. Solar energy can provide cost-effective methods to reduce energy use and will have strong climate change benefits.		
	Points	Requirements	Documenting Compliance
Good Target:	3 points	All buildings in the project are designed for solar readiness.	<p>Submit:</p> <p>A Letter of Commitment from a qualified professional (architect, energy, structural, electrical or mechanical engineer) and the owner/developer/builder to confirm the following:</p> <ul style="list-style-type: none"> All new buildings will be designed for solar readiness. <p>Notes:</p> <p>Designing for solar readiness may include:</p> <ul style="list-style-type: none"> Designate an area of the roof for future solar PV and/or solar thermal. Design and build an adequate structural capacity of the roof structure. Install one or two conduits from the roof to the main electrical or mechanical room (size of conduit to be determined based on maximum potential solar PV or solar thermal system size). Designate a 2m by 2m wall area in the electrical and mechanical rooms for future solar electrical/thermal equipment controls and connections (e.g. meters, monitors). Where possible place the HVAC or other rooftop equipment on the north side of the roof to prevent future shading. <p>For more guidance on solar readiness, or to access a Solar Readiness Checklist, consult NREL's Solar Ready Buildings Planning Guide. Applicants are also encouraged to consult the National Renewable Energy Laboratory's Solar Ready Buildings Planning Guide for additional considerations for PV-ready provisions.</p>
Great Target:	2 point	In the project, 1% of the total energy is generated on-site by renewable energy sources.	<ul style="list-style-type: none"> Provide a Letter of Commitment from a qualified professional (e.g. architect, electrical engineer, mechanical engineer, energy modeler) and the owner/developer/builder to confirm that the percent (%) of renewable energy will be included on-site. The percent (%) of renewable energy generated can be quantified by the following steps: List the types of buildings (office, commercial, retail, multi-family and/or single-family). Determine the total GFA for each building type and list the expected/approximate energy use intensities (EUIs) for each building type. Determine the total building annual energy use for the site. List the renewable energy technologies being considered for the site.
Excellent Target:	+1 additional point per percent (%) increase up to 5 points (total 7 points)	In the project, more than 1% of the total energy is generated on-site by renewable energy sources, up to 5%.	

			<ul style="list-style-type: none"> Determine the expected annual energy generated from renewable technologies and the percent (%) of annual energy generated on-site, relative to the total energy consumed. <p>Notes:</p> <p>Allowable forms of renewable energy systems include the following:</p> <ul style="list-style-type: none"> Solar photovoltaics (PV), Solar thermal, Biogas and biofuel, Wind-based systems. <p>For greater clarity, it should be noted that geo-exchange systems (e.g. ground-source heat pumps) are considered a building energy efficiency measure, as opposed to a form of renewable energy generation. As such, these systems cannot be used for the on-site renewable energy requirement, but can instead be utilized to meet the energy efficiency targets.</p> <p>The renewable energy calculations can be conducted either within the whole-building energy modelling software or through recognized third-party energy modelling tools such as RETScreen Expert or PVSyst.</p> <p>It should be noted that off-site solutions such as renewable energy certificates (RECs), carbon offsets, or power purchasing agreements (PPA) with renewable energy generators are not permitted to satisfy this measure unless otherwise approved by the City.</p>
Good Target (Draft Plan Only)	3 points	For greenfield sites that provide ground-oriented development, 100% of dwellings in the project are designed for solar readiness.	<p>Submit:</p> <p>A Letter of Commitment from a qualified professional (architect, energy, structural, electrical or mechanical engineer) and the owner/developer/builder to confirm the following:</p> <ul style="list-style-type: none"> All dwellings in the project will be designed for solar readiness
References:	NRCAN Solar Ready Guidelines Toronto Green Standard v3 GHG 2.1		

Metric:	IB-12 Energy Strategy		
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage the early consideration and incorporation of sustainable design features in the planning process relating to improved building energy efficiency, carbon reduction, and resilience, as well as to take advantage of district-scale opportunities in the case of multi-building developments. Energy use is a major contributor to climate change. A good energy strategy can offer short paybacks and improved resiliency.		
	Points	Requirements	Documenting Compliance
	Block Plan / Plan of Subdivision		
Great Target:	2 points	<p>Develop an Energy Strategy for the proposed development which includes the following as applicable:</p> <ul style="list-style-type: none"> • High-level energy analysis using archetype modelling or benchmarking data to estimate the overall energy consumption and GHG emissions associated with the development. • Identify and evaluate opportunities to reduce EUI and GHG emissions intensities down to a net-zero ready level of performance (e.g. the Excellent Target) through various measures such as more efficient building form and massing, orientation, improved building envelope performance, highly efficient HVAC systems, heat recovery, and lighting solutions. • Analysis of low-carbon energy solutions and on-site renewable energy generation potential that can be incorporated into the development, including rooftop PV, geo-exchange systems, high-efficiency CHP, thermal energy stores, and sewer water heat recovery. • In the case of multi-building development proposals or in intensification areas identified by the municipality, investigate the feasibility of shared energy solutions such as the development of low-carbon thermal energy networks or connection to planned or existing district energy systems, and identify the required provisions to be district energy-ready. • Identify and evaluate opportunities for backup power systems and passive design features that will improve the resilience of buildings to area-wide power outages. 	<p>Submit:</p> <p>An Energy Strategy Report that meets the terms of reference provided by the City, and at a minimum should include the following information:</p> <ul style="list-style-type: none"> • Executive Summary, • Energy calculations, including data and assumptions, • Graphs of expected energy performance , • Conclusions / Recommendations, • Appendices: supporting documentation, references, etc. <p>For Excellent target, provide Letter of Commitment signed by the owners/developers/builders indicating commitment to meet a development-wide energy use intensity and greenhouse gas emissions intensity target, as well as a zero-carbon transition plan that lays out specific design measures that will be incorporated to facilitate achievement of carbon neutrality in the future (for example, providing electrical infrastructure provisions to allow for full building electrification).</p>
	+6 additional points	In addition to developing an Energy Strategy, commit to meeting an energy use intensity and greenhouse gas emissions	

Excellent Target:	(total 8 points)	<p>intensity target for the site that strives towards a near-net zero emissions level of performance as agreed upon with the City,</p> <p>Develop a zero-carbon transition plan that lays out the pathway towards achieving carbon neutrality in the future through a variety of design measures, such as providing the necessary infrastructure for full building electrification and avoidance of on-site combustion of fossil fuels.</p>	
References:	City of Toronto Energy Strategy Report – Terms of Reference		

Metric:	IB-13 Building Energy Efficiency and Emissions		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote buildings that are designed to be energy-efficient with reduced operating costs and greenhouse gas emissions associated with building operations, while improving the thermal comfort of occupants and enhancing building resilience. Well-designed buildings that are energy-efficient can improve indoor and outdoor air quality, and reduce greenhouse gas emissions.		
	Points	Requirements	Documenting Compliance
Great Target:	5 points	<p><u>Part 9 Residential Buildings (less than 3 storeys and less than 600 m² in gross floor area).</u></p> <p>Design, construct and certify the building to achieve ENERGY STAR® for New Homes, or R-2000® requirements.</p> <p><u>Part 3 Buildings – Multi-Unit Residential, Office and Retail (more than 3 storeys or more than 600 m² in gross floor area).</u></p> <p>Develop a whole-building energy model, and design and construct the building to achieve the following whole-building performance metrics:</p> <ul style="list-style-type: none"> • Total Energy Use Intensity (TEUI): 170 kWh/m².yr. • Thermal Energy Demand Intensity (TEDI): 70 kWh/m².yr. • Greenhouse Gas Emissions Intensity (GHGI): 20 kgCO₂/m².yr. <p><u>All Other Part 3 Buildings</u></p> <p>Develop a whole-building energy model, and design and construct the building to achieve at least a 15% improvement in energy efficiency over the Ontario Building Code (OBC) SB-10, Division 3 (2017) reference building.</p>	<p>Submit:</p> <ul style="list-style-type: none"> • At the submission stage, a Letter of Commitment signed by an accredited professional and the owner/developer/builder that includes confirmation that requirements are met. • Upon completion of construction, provide a Letter of Certification signed by an accredited professional that the metric requirements have been implemented and verified. <p>Site Plan Approval (SPA) Energy Model Documentation Requirements:</p> <ul style="list-style-type: none"> • Energy Model Report summarizing key modelling inputs, outputs, and assumptions, signed by a licensed professional. • Working Energy Model Simulation Files. • Mechanical and Electrical Design Brief. • Related supporting drawings and calculations done externally from the energy modelling software (for example, thermal bridging calculations). <p>As-Built Energy Model Documentation Requirements:</p> <ul style="list-style-type: none"> • Updated Energy Model Report. • Working Energy Model Simulation Files. • Mechanical and Electrical Design Brief. • Modelling Notes: General, Building Level, Plant Level, System Level, Occupancy and Minimum Outdoor Air Rates, Warnings and Errors. • Take-off Calculations (Modeler's external calculations to support the model inputs). If applicable, the calculation for model workarounds, exceptions, process energy savings, renewable energy systems, district energy systems, or other required calculations. • Zoning Diagrams. • Outdoor Air Calculation Spreadsheets. • Architectural Drawings and Specifications (issued for construction/as-built). • Mechanical Drawings and Specifications (issued for construction/as-built). • Electrical Drawings and Specifications (issued for construction/as-built). <p>Notes:</p> <ul style="list-style-type: none"> ○ For TEUI and TEDI Energy Modelling Guidelines, please refer to the ZCB Energy Modelling Guidelines: https://www.cagbc.org/cagbcdocs/zerocarbon/CaGBC_EMG_for_ZCB_v01.pdf

			<ul style="list-style-type: none"> For rules on carbon accounting and calculating GHGI, please refer to the Zero Carbon Building Standard: https://www.cagbc.org/cagbcdocs/zerocarbon/CaGBC_Zero_Carbon_Building_Standard_EN.pdf
Great Target:	3 points	<p><u>Building Commissioning</u></p> <p>Building commissioning is a systematic process of verifying that the various building sub-systems such as building envelope, mechanical (HVAC), plumbing and lighting systems are constructed and operational per the project requirements and design intent.</p> <p>Conduct best practice commissioning, per the requirements referenced in LEED BD+C v4 Fundamental Commissioning and Verification pre-requisite.</p>	Letter of Commitment signed by the owner/developer/builder at SPA stage confirming that building commissioning will be carried out per the requirements of LEED v4 BD+C Fundamental Commissioning and Verification pre-requisite.
Excellent Target:	3 points	<p><u>Airtightness Testing</u></p> <p>Conduct a whole-building air leakage test to improve the quality and airtightness of the building envelope.</p>	<p>Applicant to provide Letter of Commitment signed by the owner/developer/builder at SPA stage to retain an airtightness testing provider to conduct a whole-building air leakage test.</p> <p>It is recommended that applicants follow ASTM WK35913 Standard Test Method for Determining the Air Leakage Rate of Large or Multi-zone Buildings or US Army Corps of Engineers (USACE) Air Leakage Test Protocol.</p> <p>Projects shall conduct an operational envelope airtightness test under negative pressure producing a multi-point regression. However, projects are permitted to pursue negative and positive pressure testing and produce a building envelope test where HVAC-related openings are excluded as in the Passive House standard.</p> <p>Projects shall target a test pressure of 75Pa. Projects unable to achieve 75Pa must follow either ASTM W35913 alternative test methods; Repeated Single-Point Test or a Repeated Two-Point test and demonstrate compliance using projected curves for airtightness at 75Pa.</p> <p>If the whole building cannot be tested as one zone, it is acceptable to test a zone that can be partitioned temporarily with adjacent zones "Guarded" as buffer zones using blower door equipment. Note that the air leakage rate should be normalized to the exterior surface area and not include the guarded surface areas.</p> <p>All materials, assemblies, and systems that form the continuous air barriers systems must be installed including any HVAC equipment, ducts, and fittings included in the test boundary.</p> <p>Upon completion, the applicant shall provide a completed airtightness testing report to City officials.</p>
Good Target:	3 points	<p><u>Metering</u></p> <p>Install electricity and/or thermal sub-meters for all energy end-uses that represent more than 10% of the building's total energy consumption, following</p>	<p>The provision of electricity and thermal sub-meters clearly indicated on electrical and mechanical single-line diagrams.</p> <p>A metering plan listing all meters along with type, energy source metered, diagrams, and/or references to design documentation.</p>

		<p>the requirements laid out in LEED v4 Reference Guide Advanced Energy Metering credit.</p> <p>For buildings with multiple tenants, provide energy sub-metering for each commercial/institutional tenant, and per residential suite.</p>	
Excellent Target:	+5 additional points (total 10 points)	<p><u>Part 9 Residential Buildings</u></p> <p>Design, construct and certify the building to achieve CHBA Net Zero Homes program or Passive House requirements.</p> <p><u>Part 3 Buildings – Multi-Unit Residential, Office and Retail</u></p> <p>Develop a whole-building energy model and design the building to achieve the following whole-building performance metrics associated with a near-net zero emissions level of performance:</p> <ul style="list-style-type: none"> • Total Energy Use Intensity (TEUI): 75 kWh/m².yr • Thermal Energy Demand Intensity (TEDI): 15 kWh/m².yr • Greenhouse Gas Emissions Intensity (GHGI): 5 kgCO₂/m².yr <p><u>All Other Part 3 Buildings</u></p> <p>Develop a whole-building energy model and design the building to achieve at least a 50% improvement in energy efficiency over the Ontario Building Code (OBC) SB-10, Division 3 (2017) reference building.</p> <p>For intermediate performance levels between the Recommended Great and Excellent targets, points will be awarded on a pro-rated basis (Up to 8 Points).</p>	<p>Site Plan Approval (SPA) Energy Model Documentation Requirements:</p> <ul style="list-style-type: none"> • Energy Model Report summarizing key modelling inputs, outputs and assumptions, signed by a licensed professional. • Working Energy Model Simulation Files. • Mechanical and Electrical Design Brief. • Related supporting drawings and calculations done externally from the energy modelling software (for example, thermal bridging calculations). <p>As-Built Energy Model Documentation Requirements:</p> <ul style="list-style-type: none"> • Updated Energy Model Report. • Working Energy Model Simulation Files. • Mechanical and Electrical Design Brief. • Modelling Notes: General, Building Level, Plant Level, System Level, Occupancy and Minimum Outdoor Air Rates, Warnings and Errors. • Take-off Calculations (Modeler's external calculations to support the model inputs). If applicable, the calculation for model workarounds, exceptions, process energy savings, renewable energy systems, district energy systems, or other required calculations. • Zoning Diagrams. • Outdoor Air Calculation Spreadsheets. • Architectural Drawings and Specifications (issued for construction/as-built). • Mechanical Drawings and Specifications (issued for construction/as-built). <p>Electrical Drawings and Specifications (issued for construction/as-built).</p> <p>Notes:</p> <ul style="list-style-type: none"> ○ For TEUI and TEDI Energy Modelling Guidelines, please refer to the ZCB Energy Modelling Guidelines: https://www.cagbc.org/cagbcdocs/zerocarbon/CaGBC_EMG_for_ZCB_v01.pdf ○ For rules on carbon accounting and calculating GHGI, please refer to the Zero Carbon Building Standard: https://www.cagbc.org/cagbcdocs/zerocarbon/CaGBC_Zero_Carbon_Building_Standard_EN.pdf
References:	<p>Toronto Green Standard Version 3.0</p> <p>ASTM WK35913 Standard Test Method for Determining the Air Leakage Rate of Large or Multi-zone Buildings or US Army Corps of Engineers (USACE) Air Leakage Test Protocol.</p> <p>CHBA Net Zero Homes program</p> <p>ENERGY STAR® for New Homes</p> <p>LEED v4 Reference Guide Advanced Energy Metering credit.</p> <p>LEED BD+C v4 Fundamental Commissioning and Verification pre-requisite.</p> <p>Ontario Building Code (OBC) SB-10, Division 3 (2017) reference building.</p> <p>R-2000®</p>		

Metric:	IB-14 Reduce Potable Water Use		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To promote efficient use of potable water. Promoting efficient use of potable water contributes to water conservation.		
	Points	Requirements	Documenting Compliance
Good Target:	2 points	For highrise multiunit or ICI development: Reduce potable water used for irrigation by 50%, compared to a mid-summer baseline case.	<p>Submit:</p> <p>A Letter of Commitment from a qualified professional (architect, mechanical engineer, landscape architect) and the owner/developer/builder to confirm:</p> <ul style="list-style-type: none"> The project will be designed to reduce potable water requirements for irrigation. List the plant species intended to be used and highlight which are native/ adaptive/ drought tolerant. Determine the percent (%) reduction in potable water used to irrigate, relative to a mid-summer baseline case. For information on how to achieve this credit refer to LEED v4 BD+C WE Credit: Outdoor Water Use Reduction Option 2 and use the calculation tool to demonstrate. Identify the strategies used to reduce potable water demands (e.g. drought-tolerant vegetation, controls, drip irrigation and/or rainwater harvesting/storage). Strategies include: <ul style="list-style-type: none"> Drought tolerant, native/ or adaptive vegetation that requires little to no water in the local climate, Using high-efficiency irrigation such as drip irrigation, Using captured rainwater for irrigation. If captured rainwater is used, provide a Letter from a Qualified professional (mechanical engineer) confirming the proposed cistern size and the calculations to demonstrate the volume of captured water expected.
Great Target:	+4 additional points (total 6 points)	No potable water is used for irrigation.	<p>For Excellent target, provide the documentation as requested for the minimum target unless the target is achieved by not installing any irrigation.</p> <p>In the case where no irrigation is installed, provide a Letter of Commitment from qualified professionals (property managers, building owners, site owners) confirming that no irrigation will be installed past the establishment period and that sod will be allowed to go dormant and brown in off-season months.</p>
References:	LEED NC WEc1 LEED NC BD+C WE Credit: Outdoor water use reduction Toronto Green Standard Tier I, WQ 4.3		

Metric:	IB-15 Back-Up Power		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To encourage the provision of back-up power that enables the functioning of key utilities/building functions during power failures resulting from extreme weather events.		
	Points	Requirements	Documentation Compliance
Good Target:	1 point	Provide rough-ins to allow for the installation of external generators/auxiliary power supply at a later date.	<p>Provide a Letter of Commitment stating that all residential dwellings will be provided rough-ins to allow for the installation of external generators/auxiliary power supply at a later date.</p> <p>Notes:</p> <ul style="list-style-type: none"> ○ Applies to all residential building types
Good Target:	1 point	For mid-rise and high-rise buildings, provide a refuge area with heating, cooling, lighting, potable water, and power available for 72 hours.	<p>On the Floor Plans, identify the common refuge area.</p> <p>Provide a Letter of Commitment stating that the refuge area will be provided and supplied with heating, cooling, lighting, potable water, and power available for 72 hours.</p> <p>Notes:</p> <ul style="list-style-type: none"> ○ Applies to residential buildings that contain central amenity/lobby space. A refuge area should be a minimum size of 93m² (1000 square feet), and/or 0.5m²/occupant and may act as building amenity space during normal operations. ○ Common refuge areas are temporarily shared, lit spaces where vulnerable residents can gather to stay warm or cool, charge cell phones and access the internet, safely store medicine, refrigerate basic food necessities, access potable water and toilets and perhaps prepare food.
Great Target	3 points	Provide 72 hours of back-up power to essential building systems.	<p>Provide a Letter of Commitment stating that at least 72 hours of back-up power to essential building systems will be provided.</p> <p>Notes:</p> <ul style="list-style-type: none"> ○ Provide a 72 hour minimum back-up power system, preferably using a non-fossil fuel source, to ensure power is provided to the refuge area, building security systems, domestic water pumps, sump pumps, at least one elevator, boilers and hot water pumps to enable access and egress and essential building functions during a prolonged power outage. ○ Applies to multi-unit residential buildings only
References:	<p>Institute for Catastrophic Loss Reduction, and Durham Region. Durham Region Climate Resilience Standard for New Houses - Draft for Consultation. (February 2018)</p> <p>Toronto Green Standard v3</p> <p>City of Toronto. Minimum Backup Power Guidelines for MURBs, Voluntary Performance Standards for Existing and New Buildings (2016).</p> <p>City of Brampton. Emergency Preparedness Guide.</p>		

Metric:	IB-16 Extreme Wind Protection		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To increase the resistance of homes to the impacts of high wind events.		
	Points	Requirements	Documentation Compliance
Good Target:	1 point	Tie roof rafters, roof trusses, or roof joist to loadbearing wall framing with engineered connectors (commonly referred to as "hurricane ties") that will resist factored uplift load of 3 kN.	<p>Provide a Letter of Commitment stating that roof rafters, roof trusses, or roof joist will be tied to loadbearing wall framing with engineered connectors (commonly referred to as "hurricane ties") that will resist factored uplift load of 3 kN.</p> <p>Notes:</p> <ul style="list-style-type: none"> ○ Builders should request that truss manufacturers supply appropriate roof-to-wall connectors along with trusses.
References:	Institute for Catastrophic Loss Reduction, and Durham Region. Durham Region Climate Resilience Standard for New Houses - Draft for Consultation. (February 2018) Sandink, D., et al. Increasing High Wind Safety for Canadian Homes: A Foundational Document for Low-Rise Residential and Small Buildings. (April 2019)		

Metric:	IB-17 Sub-Metering of Thermal Energy and Water		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	Sub-metering allows measurement of individual unit consumption, which helps residents understand how their behaviour drives energy costs, and motivates change in behaviour, often resulting in reductions in energy consumption.		
	Points	Requirements	Documentation Compliance
Good Target:	2 points	Design buildings to include thermal energy meters for each tenant in multi-tenant residential, commercial/retail buildings.	Submit: A Letter of Commitment signed by an accredited professional (e.g. architect, engineer) to confirm that all buildings will be designed and constructed to include thermal energy and/or water meters for each unit.
Good Target:	2 points	Design buildings to include water meters for each tenant in multi-tenant residential, commercial/retail buildings.	
References:	Toronto Green Standards Version 3.0		

Metric:	IB-18 Reduce Light Pollution		
Applicable To:	<input type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	To reduce nighttime glare and light trespass from the building and the site. Light pollution can be perceived as an inefficient use of energy in addition to its negative impacts on neighbors and night time animals.		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	All exterior fixtures are Dark Sky Compliant	<p>Submit:</p> <p>A Letter of Commitment from a qualified professional (architect, energy, structural, electrical or mechanical engineer), and the owner/developer/builder confirming that:</p> <ul style="list-style-type: none"> The City's applicable standards have been satisfied. All fixtures intended for exterior lighting will be Dark Sky Compliant. <p>Notes:</p> <ul style="list-style-type: none"> The requirement of this metric meets minimum City and Regional standards for lighting. In alignment to the TGS v3 EC5.1 credit, the following guidance is provided for Dark Sky Compliant fixtures on the City's TGS website and can be used for this metric: Dark Sky Compliant fixture must have the Dark Sky Fixture Seal of Approval which provides objective, third-party certification for lighting that minimizes glare, reduces light trespass and doesn't pollute the night sky. If a Dark Sky Fixture Seal of Approval is not available fixtures must be full-cutoff and with a colour temperature rating of 3000K or less. All exterior light fixtures should be efficient while providing minimum illumination levels sufficient for personal safety and security. <i>Efficient exterior lighting</i> is defined as 60 Lumens/Watt minimum system efficiency. Safety and security lighting should minimize glare and/or light trespass. For more information see the Best Practices for Effective Lighting.
References:	LEED NC SSc8 Toronto Green Standard v3 EC5.1 City of Vaughan Urban Design Guidelines City of Markham Bird Friendly Guidelines International Dark-Sky Association		

Metric:	IB-19 Bird-Friendly Design		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	<p>To reduce the incidents of bird collisions and provide an urban environment where birds can thrive.</p> <p>The built environment can have strong negative impacts on birds. Design and system selection can result in fewer bird collisions and deaths.</p>		
	Points	Requirements	Documenting Compliance
Good Target	2 points	<p>Apply a combination of Bird-Friendly Design strategies on at least 85% of contiguous glass area greater than 2 m² within the first 16 m of the building above-grade (including interior courtyards) and above green roofs.</p> <p>The remaining 15% of glazed windows do not need to be treated unless the glazing is larger than 2m² or in close proximity to open spaces, a green roof or a natural heritage feature.</p> <p>Bird-Friendly Design Strategies may Include:</p> <ul style="list-style-type: none"> • Visual patterns on glass, • Window films, • Fenestration patterns, • Angled glass downwards, • Reducing night sky lighting. <p>Visual markers provided on the glass of proposed buildings with spacing no greater than 10 cm x 10 cm.</p>	<p>Submit:</p> <p>On an Elevation Plan:</p> <ul style="list-style-type: none"> • Highlight and declare the total area of contiguous glass, below 16m above grade that is greater than 2 m². • Indicate the areas treated bird friendly design strategy, noting which strategy has been used. • Quantify the total area of continuous glass that has been treated by bird-friendly design strategies and confirm that it is at least 85%. • Confirm that the visual markers on the glass have spacing no greater than 10cm x 10cm.
Good Target:	2 points	<p>Apply Bird-Friendly Design strategies for ground-oriented residential development that is adjacent to natural heritage systems and open spaces.</p>	<p>Submit:</p> <p>Letter of Commitment signed by an accredited professional (architect or professional engineer) that includes confirmation that Bird Friendly Design strategies are incorporated for developments adjacent to natural heritage systems and open spaces, listing which acceptable Bird Friendly Design strategies are to be included.</p>
References:	<p>City of Vaughan: Urban Design Guidelines.</p> <p>City of Markham Bird Friendly Guidelines</p>		

Metric:	IB-20 Solid Waste		
Applicable To:	<input type="checkbox"/> Block Plan <input type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan		
Metric Intent:	<p>To promote waste reduction and diversion of materials from landfills.</p> <p>A reduction in waste can be a very cost-effective method for material savings and results in fewer contributions to landfills and lower carbon emissions due to savings in materials.</p>		
	Points	Requirements	Documenting Compliance
Good Target:	1 point	<p>Provide a waste system for garbage, recycling, and organics using one or more of the following options:</p> <ul style="list-style-type: none"> three separate chutes for garbage, recycling, and organics collection on all floors. 	<p>Submit:</p> <p>On a Site Plan and/ or Floor Plans:</p> <ul style="list-style-type: none"> Confirm that City's applicable standards have been satisfied. Identify the waste systems for garbage, recycling, and organic waste. <p>Notes:</p> <ul style="list-style-type: none"> The requirements apply to residential developments with 31 units or more and building heights greater than 5 storeys.
Good Target:	1 point	<p><u>Residential:</u> Provide accessible waste storage room with minimum 25m² floor space for the first 50 units plus an additional 13m² for each additional 50 Units to accommodate containers and compactor units. (not applicable in Richmond Hill, a requirement already covered in Richmond Hill's waste development standard).</p> <p><u>Non-residential:</u> Provide a fully enclosed waste storage space to accommodate garbage and materials diversion of recycling and organics. (not applicable in Richmond Hill, a requirement already covered in Richmond Hill's waste development standard).</p>	<p>Submit:</p> <p>On a Site Plan and/ or Floor Plans:</p> <ul style="list-style-type: none"> Confirm that City's applicable standards have been satisfied. Identify waste storage areas. Determine the floor area provided for the waste storage space and identify the separate garbage storage, recycling storage, and organics storage, (Residential only): Determine the waste storage area required based on the number of dwelling units and declare on Floor Plans/ Site Plan drawing.
Good Target:	1 point	<p>Provide a minimum of 10m² for bulky items and items eligible for special collection services. (not applicable in Richmond Hill, a requirement already covered in Richmond Hill's waste development standard).</p>	<p>Submit:</p> <p>On a Site Plan and/ or Floor Plans:</p> <ul style="list-style-type: none"> Identify the storage for bulky items and declare the area. The 10m² may not be shared with other purposes and be solely dedicated to bulky waste to meet this Excellent target, although it may be in the same room as other waste storage. <p>Notes:</p> <ul style="list-style-type: none"> Bulky items are household items greater than 1.2m in any one dimension or weigh more than 20 kg (including furniture).

Great Target:	1 point	<p><u>Residential only:</u> Provide a dedicated collection area or room for the collection of household hazardous waste and/or electronic waste. (not applicable in Richmond Hill, a requirement already covered in Richmond Hill's waste development standard).</p>	<p>Submit:</p> <p>On a Site Plan and/ or Floor Plans,</p> <ul style="list-style-type: none"> Identify the dedicated collection area or room for the collection of household hazardous waste and/or electronic waste. <p>Notes:</p> <ul style="list-style-type: none"> Household Hazardous Waste (HHW) includes car products, motor oil, windshield fluid; household cleaning products; paint, glue, primers, stains; pesticides and garden products; cooking oil; batteries; propane tanks; CFLs, syringes, medical sharps; medication; air fresheners, swimming pool chemicals.
References	<p>Toronto Green Standard v3 SW1.1, SW1.2, SW1.3, SW1.6 City of Richmond Hill By-law 18-19</p>		

Metric:	I-1 Innovation	
Applicable To:	<input checked="" type="checkbox"/> Block Plan <input checked="" type="checkbox"/> Draft Plan <input checked="" type="checkbox"/> Site Plan	
Metric Intent:	To encourage applicants to achieve innovative performance. Innovation strategies must demonstrate a comprehensive approach, have significant, measurable environmental Benefits, and be better than standard practice.	
	Points	Requirements & Documenting Compliance
Exceptional Target:	Up to a total of 10 points (maximum) based on the measurable sustainability benefit provided	<p>The proposed innovation metric must demonstrate a quantitative improvement in sustainable performance by identifying or establishing a baseline of standard performance and comparing that benchmark with the final design performance. Should this Innovation Metric be pursued by an applicant, as part of first submission, the applicant must provide a high-level concept of the proposed Innovation metric for review by the municipality. This concept should include a description of the sustainability benefit being pursued and the proposed point allocation. Applicant's may choose to explore innovative measures listed in the Innovation Library as detailed below and must indicate this as part of their submission. As part of the application review process of the first submission, the municipality will then provide a response as to whether the applicant's proposal will be considered further.</p> <p>Should the applicant's proposal be considered acceptable by the municipality to pursue further, applicants shall be required to demonstrate the following to the satisfaction of the municipality as part of the second submission:</p> <p>The applicant must explain in detail the benefit of the proposed innovation metric and submit:</p> <ul style="list-style-type: none"> • The intent of the proposed innovation metric, • The proposed requirements for compliance, • The proposed submittals to demonstrate compliance, • The design approach to strategies used to meet the requirements. <p>Innovation points will only be considered for strategies not already identified in the menu of metric options. Innovation points are not awarded for the use of a particular product or design strategy if the technology aids in the achievement of an existing metric, even if the project is not attempting to earn that metric. Corporate strategies are not considered innovative.</p> <p>The Innovation Library</p> <p>Idea #1 - Include on the site, a Tall Wood Building, an exemplary performance of in the intent behind Embodied Carbon metric and a demonstration of leadership in tall wood construction. A tall wood building is defined as a building over 6 storeys that uses wood for its structural system and is built using mass timber construction. Tall wood building projects with mass timber requires Alternative Solutions for approval under OBC. Ontario's Tall Wood Building Reference (2017) is a technical resource to help applicants with how tall wood buildings can be designed as alternative solutions in a way that achieves the level of performance required by the Ontario Building Code.</p>
References:	LEEDv4 Innovation Credit	

APPENDIX B: Metrics Re-Numbering

The renumbering of the metrics is presented in Appendix B. The metrics are renumbered to be more reflective of the categories; Built Environment, Mobility, Natural Environment and Open Space Infrastructure and Buildings, and Innovation. This Appendix also shows which metrics have been moved to other categories that better represent the metrics' intent.

	Original Number	Metric Name	New Metric Number
Built Environment	1.B.1/ 1.B.2	Proximity to Amenities	BE-1
	New	Providing Mixed-Use Development	BE-2
	1.F.1	Design for Life Cycle Housing	BE-3
	N/A	Community Neighbourhood Scale	BE-4
	1.J.2	Cultural Heritage Conservation	BE-5
	1.C.4	Enhancing Urban Tree Canopy and Shaded Walkways and Sidewalks	BE-6
	New	Salt Management	BE-7
	1.H.4	Carshare & Carpooling Parking	BE-8
	1.H.2	Surface Parking Footprint	BE-9
	New	Electric Vehicle Charging Stations	BE-10
Mobility	2.B.1	Block Perimeter /Length	M-1
	1.I.2	School Proximity to transit routes, cycling networks and bikewayswalkways	M-2
	2.B.2	Intersection Density	M-3
	2.E.1	Promote walkable streets	M-4
	2.A.1	Pedestrian Amenities	M-5
	1.H.1	Bicycle Parking	M-6
	2.D.2	Implementing Trail and Bike PathsCycling Infrastructure	M-7
	2.D.1	Proximity to Active Transportation Network	M-8
	2.C.1	Distance to Public Transit	M-9
	1.I.1	Traffic Calming	M-10

Natural Environment & Open Space	1.C.2	Preserve Existing Healthy Trees	NE-1
	1.C.3	Soil Quantity and Quality for New Trees	NE -2
	3.E.1	Healthy Soils	NE-3
	1.J.1	Connection to Natural Heritage	NE-4
	1.J.3	Natural Heritage System Enhancements	NE-5
	New	Supporting Pollinators	NE-6
	3.C.1	Dedicate Land for Private Fruit and Vegetable Garden Space	NE-7
	3.A.1	Access to Public Parks	NE-8
	3.B.1	Storm water quantity	NE-9
	3.B.2	Storm water quality	NE-10
	3.B.3	Rainwater and Greywater Use re-use (for interior building functions)	NE-11
	3.B.4	Multi-purpose Stormwater Management	NE-12
Infrastructure and Buildings	1.D.1	Buildings Designed and/or Certified under an Accredited “Green” Rating System	IB-1
	1.E.1	Universal Design	IB-2
	1.E.2	Universally Accessible Entry to Buildings and Sites <u>Building Accessibility</u>	IB-3
	New	Embodied Carbon of Materials: SCMs	IB-4
	New	Embodied Carbon of Materials: LCAs	IB-5
	New	Embodied Carbon of Materials: Material Efficient Framing	IB-6
	4.F.1	Reduce Heat Island–Non Roof	IB-7
	4.F.2	Reduce Heat Island–Roof	IB-8
	4.A.1	Passive Solar Alignment	IB-9
	New	Controlling Solar Gain	IB-10
	3.D.1	Solar Readiness	IB-11
	4.A.3	Energy Strategy	IB-12

LEGEND
Metric Category:

Built Environment

Mobility

Natural Environment & Open Space

Infrastructure & Buildings

Innovation

Appendix B

	4.A.2	Building Energy Efficiency and Emissions	IB-13
	4.B.1	Reduce potable water use	IB-14
	New	Back up Power	IB-15
	New	Extreme Wind Protection	IB-16
	New	Sub-Metering of Thermal Energy and Water	IB-17
	4.C.2	Reduce light pollution	IB-18
	4.D.1	Bird friendly design	IB-19
	4.E.1	Solid waste	IB-20
Innovation	New	Innovation	I-1

APPENDIX C: Energy and GHG Analysis

ENERGY AND GHG REDUCTION METRICS

There have been significant changes to building energy performance and GHG emissions targets since the Sustainability Metrics were first initiated in 2014. These include the roll-out of provincial and municipal climate change action plans, including the development of the City of Toronto's municipal climate action plan (TransformTO), and subsequent implementation of the updated Toronto Green Standard Version 3.0. The energy efficiency requirements of the Ontario Building Code SB-10 and SB-12 have also been made more stringent, to the extent that they now exceed the recommended minimum level of performance in the current Sustainability Metrics. It is also understood that the partner municipalities have either developed, or are in the process of developing, their community energy and emissions plans, that will likely encourage a significant reduction in energy and GHG emissions associated with the buildings sector to meet their overall GHG emissions reduction targets.

In order to assist with the decision-making process to incorporate more stringent and/or alternative performance metrics associated with energy and GHG reduction, a cost-benefit analysis has been completed for five common building archetypes in order to make recommendations on the most suitable performance targets, based on energy and emissions savings, as well as technical and economic viability. The five archetype buildings that have been analyzed include a medium-sized single family dwelling, a low-rise multi-unit residential building (MURB), a mid to high-rise MURB, office, and retail.

The building energy analysis was completed using EnergyPlus modelling software, costing information based on Morrison Hershfield's internal costing database and previous energy policy projects. The impact of a variety of parameters including envelope performance, Heating, Ventilation and Air Conditioning (HVAC) system performance, building window-to-wall ratio, and lighting was assessed.

The range of conditions analyzed generated a large data set, which was then analyzed using Morrison Hershfield's Interactive Building Energy Performance Map to determine trends in the data and derive conclusions in terms of target recommendations.

1.1 Scope of Analysis

The objective of the energy modelling study was to better understand the impact of key design parameters on energy and emissions performance of the identified building archetypes, and to develop performance requirements for identified archetype facilities across three distinct levels that form the structure of the Sustainability Metrics: Mandatory, Minimum and Aspirational. A parametric modelling study was completed for five of the most common city building types: medium-sized single family dwelling, low-rise MURB, mid-to-high rise MURB, office and retail.

The three levels of targets are established to generally correspond to the following performance levels:

- Level 1: "Mandatory" – Required for all new buildings and facilities as a mandatory minimum level of performance, and is equivalent to that required by the 2012 Ontario Building Code.

- Level 2: “Recommended Minimum/Great” – Performance targets that represent a more ambitious level of performance overall, and serve as the recommended base performance level for sustainable development in the community.
- Level 3: “Aspirational/Excellent” – Performance targets that are considered best in class and should be pursued when project constraints allow. The targets are generally with net zero emissions-ready and net zero energy outcomes, as well as performance levels typically aimed towards Passive House or the Living Building Challenge.

For the purpose of this report study, the targets will be referred to as “Minimum” and “Aspirational” as they were in the original Sustainability Metrics. Re-naming into their respective “Good”, “Great” and “Excellent” targets has occurred after the conclusion of the energy modelling study.

1.2 Energy Performance Approaches and Metrics

1.2.1 Reference Building Approach

Targeting a performance level relative to an energy code, such as the National Energy Code of Canada for Buildings (NECB), is known as a reference building approach. The key features of a reference building approach are:

- The “reference building” is a fictitious building that the design is compared to for assessing performance.
- The reference building predominantly has the same physical characteristics as the proposed design, such as program type, geometry, and orientation.
- The reference building approach normalizes certain assumptions about the building, thereby eliminating any performance biases related to building characteristics that are not typically under the control of the design team. This typically includes characteristics such as occupancy, hours of operation, receptacle and process loads, among others.
- The reference building approach typically uses a strict ruleset that dictates how performance is to be assessed using energy modeling, and how credit is rewarded for energy efficiency measures. The implications of these modelling rules are further examined in Section 2.5.4 of the report.
- The reference building approach typically results in a moving target, in that the performance of the reference building changes based on certain characteristics of the design (see below for examples in the NECB). This can sometimes result in situations where better relative performance does not equal better absolute performance.
- The reference building approach does not typically reward innovative strategies that minimize absolute energy use, such as night setback of temperature set-points reductions in receptacle and process loads, and other types of measures that would be considered standardized assumptions.
- The reference building approach does not always lead towards absolute

reductions in energy and GHG emissions that strive towards net-zero emissions ready scenarios.

The reference building approach is common throughout North America, with most states in the US, British Columbia, and Ontario referencing some version of ASHRAE

90.1 – Energy Standard for Buildings except Low-Rise Residential Buildings. The NECB is currently referenced in British Columbia, Alberta, Manitoba, Ontario and Nova Scotia, the Model National Energy Code for Buildings (MNECB) 1997 is currently referenced in the Sustainability Metrics, and the City of Markham references ASHRAE

90.1 for building retrofits. However, the reference building approach is less common in other parts of the world, such as Europe, where a target based approach is used.

Potential reference building based metrics that could be included in the updated Sustainability Metrics are listed below:

1.2.2 Energy Savings over Ontario SB-10 (2012 Ontario Building Code)

This metric looks at the relative energy consumption savings of a particular design over an NECB/NBC 2015 reference building (as modified by SB-10) that is minimally compliant with the energy efficiency requirements of Ontario SB-10, and as such provides a baseline that corresponds to the minimum energy performance required for new construction projects in the province. This metric does not rely on utility cost rates or GHG factors to weigh different fuel types and focuses strictly on percentage energy savings.

This metric has the same opportunities and challenges as discussed above for a reference building approach.

1.2.3 Number of LEEDv4 Energy Points

This metric is based on the relative energy cost savings of a particular design over an NECB 2011 reference building. This metric relates to the current policy which references LEED (LEED energy points is calculated based on energy cost savings over a baseline).

The current Green Buildings metric requires that municipal buildings greater than 500 m² be designed to LEED Silver or an alternative equivalent as a mandatory requirement, and additional points are available for development plans that include multiple buildings, based on the number of buildings that pursue third-party green building certification.

Given that the metric is based on energy costs, it provides an inherent incentive for prioritizing electricity load reductions over reductions in natural gas use due to the higher utility rates for electricity, and will not be aligned with a low GHG emissions outcome due to the clean nature of Ontario's electricity grid.

This metric also has the same opportunities and challenges as discussed above for a reference building approach. In addition, this metric depends on the cost rates of

different fuel type and may need to be updated periodically to account for fuel cost changes.

1.2.4 Target-Based Approach

A target-based approach sets absolute targets for energy efficiency. A range of metrics have been used in this approach, such as Energy Use Intensity, Heating Demand Intensity, and Greenhouse Gas Emissions Intensity. These are defined in more detail below. The key features of a target-based approach are:

- It focuses on absolute values, rather than a comparative value. This tends to lead to more appropriate design solutions for reducing energy and/or carbon rather than solutions selected for the purpose of outperforming a fictitious reference building.
- A target-based approach has been used successfully in high performance standards, such as Passive House, and has shown success in reducing actual energy use of operating buildings.
- Targets and metrics can be chosen to achieve the specific outcomes desired by a particular policy (e.g. energy, carbon, etc.)
- Targets often have to be set for different building types that inherently have different energy use characteristics; this can make it challenging to implement in a policy intended to capture all buildings.

Recently, some North American jurisdictions have moved from a reference building approach to a target based approach. One example is the City of Vancouver, where City Council recently adopted a “Zero Emissions Building Plan” that set absolute targets for buildings city-wide. Another example, as noted by the C40 Cities Climate Leadership Group, is Washington D.C.’s voluntary Appendix Z to their building code which species a net zero energy compliance path, including identifying specific targets for annual heating demand and annual cooling demand (https://www.c40knowledgehub.org/s/article/How-to-set-energy-efficiency-standards-for-new-buildings?language=en_US). The advantage of such a policy is that it identifies a long-term goal, which in the City of Vancouver’s case is carbon neutral new buildings by 2025, and then sets incremental improvements towards that goal that are transparent and can be planned for by the industry.

Given the shift towards a target-based approach in some of the more progressive energy policies across Canada, it is recommended to develop a set of absolute performance-based targets for key metrics that help drive towards low energy and carbon outcomes. The following target based metrics may be considered for the redeveloped Sustainability Metrics:

1.2.5 Energy Use Intensity (EUI)

This metric target looks at the absolute energy use of the building, and is typically varied depending on building type or climate. The Energy Use Intensity (EUI) focuses

on lowering overall energy use without consideration of fuel source to improve building energy efficiency, reduce energy costs and stresses on the electrical grid.

Absolute EUI targets have been incorporated into several energy policies across Canada, such as the B.C. Energy Step Code, City of Vancouver's Zero Emissions Building Plan, and the Toronto Green Standard v3.

1.2.6 GHG Emissions Intensity (GHGI)

This metric target is similar to EUI, but instead of focusing on absolute energy use, it focuses on absolute GHG emissions, with the intent of minimizing GHG emissions by prioritizing savings for high GHG fuels, encouraging low carbon fuel choices, and reducing building emissions.

The incorporation of the GHGI target into the Municipal Green Building Standard will help for better alignment with city-wide environmental policies outlined in the municipal Environmental Master Plans for Richmond Hill, Markham, Brampton, and Vaughan, as well as alignment with the provincial climate change mitigation mandate outlined in the 2018 'Made in Ontario' Environmental Plan.

1.2.7 Thermal Energy Demand Intensity (TEDI)

Thermal Energy Demand Intensity represents the amount of heating a building needs to offset building envelope losses and temper ventilation air, prior to any mechanical interventions (with the exception of ventilation heat recovery equipment). The intent of this measure is to maximize passive or near passive systems before looking at heating delivery methods and technology. This measure has been made popular by Passive House, an international high performance building standard, which promotes highly insulated buildings with exceptional ventilation heat recovery and otherwise simple mechanical systems.

This measure is agnostic to fuel source, with the primary intention of imposing efficient building envelope solutions. According to the Pembina Institute's 2016 report on "Accelerating Market Transformation for High-Performance Building Enclosures", in addition to providing energy savings, prioritizing building envelope solutions are also important for the following reasons:

- Building envelope solutions "are long lasting and costly to refurbish, unlike other energy affecting systems that can be more easily replaced as better technologies become available"
- Building envelope solutions are simpler, "their performance does not depend on complex energy management systems and they are more tolerant to delayed maintenance"
- Reducing heating and cooling demand early in the design process allows for reduction of the size of space conditioning systems, reducing construction cost and ongoing energy demand.

- Better building envelopes “also offer significant non-energy benefits, such as thermal comfort, acoustic isolation, durability, and increased resiliency to power outages and extreme temperature events.”

TEDI has attracted interest from policy makers in an effort to promote better building envelopes without being overly prescriptive on requirements. Under current energy codes like ASHRAE 90.1 and the NECB, there is substantial room to trade off mechanical and electrical efficiencies with lower performing envelopes. A metric like TEDI elevates the importance of the building envelope, which is viewed as one of the more robust energy saving measures in a building. Unlike mechanical and electrical systems, the building envelope is typically not prone to user or operator error, thereby more likely to realize its projected energy savings.

Finally, efficient building envelopes can provide additional benefits to energy and greenhouse gas emissions reductions, as shown in the “Zero Emissions Building Framework” (City of Toronto, 2017). The analysis done to support this policy showed how improved building envelopes can perform substantially better in power outages and maintain livable space temperatures, even under extended cold periods.

In view of the benefits outlined above, as well as the potential for improvements in energy efficiency of the building envelope relative to current typical practice in the municipal building stock, it is recommended that the TEDI be adopted as a target in the redeveloped Sustainability Metrics.

1.3 Archetype Building Descriptions

Morrison Hershfield (MH) modelled the archetype buildings from MH’s internal database based on real building floor plans from buildings that best reflected the five building types that were to be analyzed. The Part 9 single family dwelling archetype -detached dwelling archetype was based on the energy modelling data set generated by MH’s Pathfinder tool.

1.3.1 Single Family Dwelling (Part 9)

The Part 9 low-rise residential archetype is represented by a medium-size single family dwelling (SFD) with a total gross floor area of 237 m², consisting of 2 storeys and a basement. The building would fall under the scope of Part 9 of Division B of the 2012 Ontario Building Code, and would be subject to the energy efficiency requirements of OBC SB-12 at a minimum.

The following variations in building design parameters and energy conservation measures (ECMs) are considered to determine the impact on higher levels of energy efficiency on the identified key whole-building performance measures.

- Airtightness ACH: 3.5 ACH, 2.5 ACH, 1.5 ACH, 0.6 ACH
- Wall Effective R-Value: R-16, R-18, R-22, R-30, R-40
- Underslab R-Value: R-0 (uninsulated), R-11.1, R-20
- Roof R-Value: R-40, R-50
- Window U-Value: Double-Glazed (U-0.32), Triple-Glazed (U-0.21), High-Performance Triple-Glazed (U-0.14)

- Domestic Hot Water: Electric tank, Gas-fired instantaneous water heater, heat pump water heater
- Drainwater Heat Recovery: None, 42% effective drainwater heat recovery
- Space Heating: Electric baseboards, forced-air gas-fired heating furnace, cold climate air-source heat pump
- Ventilation Air Heat Recovery: None, 62% effective energy recovery ventilator (ERV), 72% effective ERV, 84% effective ERV

1.3.2 Low and Mid/High-Rise Multi-Unit Residential (Part 3)

The low-rise residential archetype is represented by a four-storey multi-unit residential building (MURB) with a total gross floor area of 5,290 m², whereas the mid/high-rise is represented by a 30-storey MURB with a total gross floor area of 22,660 m². The buildings would fall under the scope of Part 3 of Division B of the 2012 Ontario Building Code, and would be subject to the energy efficiency requirements of OBC SB-10 at a minimum.

The energy and emissions performance outcomes of the two archetypes are generally expected to be quite similar, with the primary difference being in costing outcomes due to differing envelope construction (i.e. combustible vs. non-combustible construction).

The following variations in building design parameters and energy conservation measures are considered to determine the impact on higher levels of energy efficiency on the identified key whole-building performance metrics.

- Airtightness: Up to 75% reduction from code (NECB) baseline value
- Wall Effective R-Value: Options between R-10 and R-30
- Roof R-Value: Options between R-20 and R-40
- Window-to-Wall Ratio: Options between 30% and 80%
- Window Performance: Options ranging between U-0.4 (double-glazed) and U-0.14 (high-performance triple glazed)
- Lighting Power Density: Up to 50% reduction in common area lighting from code values through usage of high efficiency LED lighting
- Plug Loads: Option for 20% load reduction from ENERGY STAR rated appliances
- Corridor Ventilation: Options for corridor pressurization between 30 cfm/suite and ASHRAE 62.1-2010 minimum requirements.
- Ventilation Air Heat Recovery: Options – None to 85% suite ERV efficiency
- HVAC System: Option of conventional fan coil units served by condensing boiler/water-cooled chiller, or air/ground source heat pumps
- Domestic Hot Water: Option for up to 50% load savings from low-flow fixtures.

1.3.3 Commercial Office (10 Storey Office Building)

The commercial office archetype will be represented by a ten-storey office building with a total gross floor area of 18,200 m². The building would fall under the scope of Part 3 of Division B of the 2012 Ontario Building Code, and would be subject to the energy efficiency requirements of OBC SB-10 at a minimum.

The following variations in building design parameters and energy conservation measures (ECMs) are considered to determine the impact on higher levels of energy efficiency on the identified key whole-building performance metrics.

- Wall Effective R-Value: Options between R-5 and R-30
- Roof R-Value: Options between R-20 and R-40
- Window-to-Wall Ratio: Options between 40% and 80%
- Window Performance: Options ranging between U-0.4 (double-glazed) and U-0.2 (high-performance triple glazed)
- Lighting Power Density: Up to 50% reduction in common area lighting from code values through usage of high efficiency LED lighting
- Plug Loads: Option for 25% load reduction through energy-efficient plug loads
- Ventilation Air Heat Recovery: Options – None to 90% energy recovery effectiveness
- HVAC System: Option of conventional variable air volume (VAV) or fan coil units with dedicated outdoor air system (DOAS)
- Central Plant: Option of conventional high efficiency plant (i.e. condensing boiler and magnetic bearing chillers), air-source heat pump with back-up boiler, or ground-source variable refrigerant flow (VRF) systems.

1.3.4 Retail (Single-storey Building)

The retail archetype is represented by a single-storey Big Box store configuration with a total gross floor area of 4,500 m² and height of 6.1 m. The building would fall under the scope of Part 3 of Division B of the 2012 Ontario Building Code, and would be subject to the energy efficiency requirements of OBC SB-10 at a minimum. The following variations in building design parameters and energy conservation measures (ECMs) are considered to determine the impact on higher levels of energy efficiency on the identified key whole-building performance metrics.

- Wall Effective R-Value: Options between R-5 and R-30
- Roof R-Value: Options between R-20 and R-40
- Window-to-Wall Ratio: Options between 5% and 40%
- Window Performance: Options ranging between U-0.4 (double-glazed) and U-0.2 (high-performance triple glazed)
- Lighting Power Density: Up to 50% reduction in common area lighting from code values through usage of high efficiency LED lighting
- Ventilation Air Heat Recovery: Options – None to 90% energy recovery effectiveness
- HVAC System: Option of conventional gas-fired unitary rooftop units, unitary air-source heat pumps, or fan coil units with a dedicated outdoor air system (DOAS).
- Central Plant: Option of standard efficiency boiler/chiller plant, high-efficiency plant (i.e. condensing boiler and magnetic bearing chillers), or ground-source variable refrigerant flow (VRF) systems.

1.4 Parametric Analysis of Energy, Cost and Carbon Outcomes

The archetype energy models described above were run through an optimization process to identify the intersections of critical metrics so that a robust energy performance policy could be developed. The optimization process involves running a large-scale parametric analysis of each archetype, where various combinations of energy efficiency measures are run, with the number of options in the thousands or tens of thousands per building. For each option, energy, carbon and financial metrics are extracted. The variations in inputs vary by building, but typically involve the following:

The metrics that were extracted for each run included:

- Electricity and Gas Use of building (per m2 of floor area)
- Total energy use, GHG emissions and thermal energy demand intensities (EUI, GHGI and TEDI) (per m2 of floor area)
- Energy and GHG savings over Building Code
- Incremental Capital Cost, expressed as a percentage of total construction cost
- Annual Utilities cost of building (per m2 of floor area)
- NPV Savings over typical design – this is the present value of the financial benefit over the 20 year study period
- Breakdown of energy consumption by end-use and fuel type

The resulting data set was then dynamically visualized using MH's Building Pathfinder tool to better understand the interrelationships between the different metrics, as well to determine which metric would best lead to the intended outcome of GHG emissions reduction.

1.4.1 Option 1—Prescriptive Approach

One option would be to simply adopt prescriptive requirements for the elements of building design that have a significant impact on energy and GHG emissions.

The Figure below illustrates the outcomes for such an approach for a mid-rise Part 3 MURB, where prescriptive requirements have been applied on the window-to-wall ratio (maximum 40%), Wall R-value (minimum effective R-20), and 70% effective heat recovery ventilators for dwelling units.

While imposing these requirements would result in at least 20% energy consumption and cost savings, as well as 10% GHG savings relative to the current OBC SB-10, there is still a wide range of outcomes for energy use intensity (could range between 60 and 180 kWh/m2.yr) as well as absolute GHG intensities ranging from 2.5 to 27 kgCO_{2,e}/m2.yr.

In order to obtain greater certainty on absolute energy and GHG performance outcomes, a greater number and/or more stringent prescriptive requirements could be imposed, however this is generally not preferred as a policy approach due to the greater degree of complexity, restrictiveness in terms of design options, and may not necessarily always result in cost-optimal approaches in achieving the intended reductions.

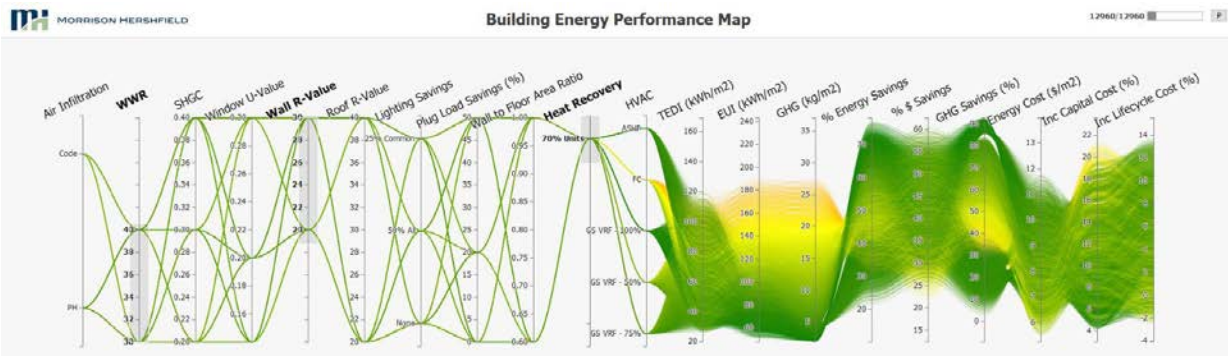


Figure 5: Option 1 - Prescriptive Approach

1.4.2 Option 2 –“Percent-Better-Than” Building Code

Option 2 is similar to the current approach adopted by the Sustainability Metrics, in that it involves setting an energy savings target relative to the Building Code minimum. Compliance would be demonstrated by comparing the modelled performance of the proposed building with the modelled performance of the code-minimum reference building.

This approach is illustrated in the Figure below for a Part 3 mid-rise MURB, where a target of 35% improvement in energy efficiency over the OBC SB-10 is applied. In terms of GHG reduction, it can be seen that this would result in at least a 15% reduction GHG emissions relative to the OBC baseline model, depending on the measures that are adopted in the design.

However, in terms of absolute GHG emissions, there is still a significant range in expected performance; this is a virtue of the limitations associated with the reference-building based approach, wherein elements of the reference building model mirror those of the proposed model per the modelling requirements in the underlying energy codes. For example, if the proposed building is served by a gas-fired heating system, a gas-fired heating system would also be modelled in the reference building, which would inherently have higher GHG emissions due to the carbon-intensive nature of the fuel source. As such, an improvement in relative performance may not necessarily correlate to an improvement in absolute performance, as is evident in the modelling data.

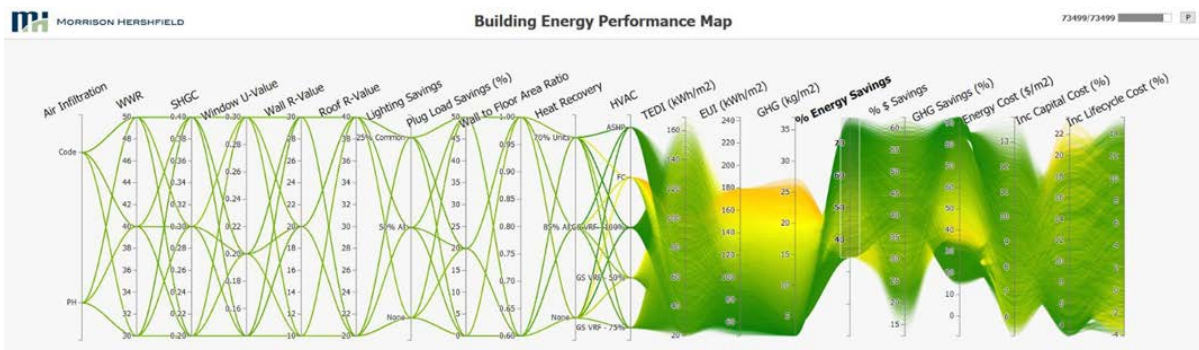


Figure 6: Option 2 – “Percent-Better-Than” Building Code

1.4.3 Option 3 –Minimum LEED Energy Points (% Cost Savings)

Option 3 would involve tying energy performance requirements with that of a green building certification program such as LEED. In the case of LEED, points for energy performance are awarded on the basis of percentage improvement in energy costs relative to an energy standard such as ASHRAE 90.1-2010 or NECB 2011.

This approach is illustrated in the Figure below, wherein a minimum % cost reduction target of 20% relative to the energy code is applied, as an example. It can be seen that imposing this target may not necessarily lead to reductions in absolute GHG emissions intensity; this is partially due to the difference in utility cost rates between electricity and natural gas currently in the province, with the latter typically being about five to six times less expensive than electricity. However, in terms of GHG emissions, electricity is about four times cleaner than natural gas in terms of equivalent carbon emissions per unit of energy. The result is that while electrical load reductions typically tend have a more significant impact on operating costs, the impact on GHG emissions is relatively small compared to natural gas savings. As such, a metric that prioritizes energy cost reductions may not necessarily result in equivalent GHG emissions reductions.

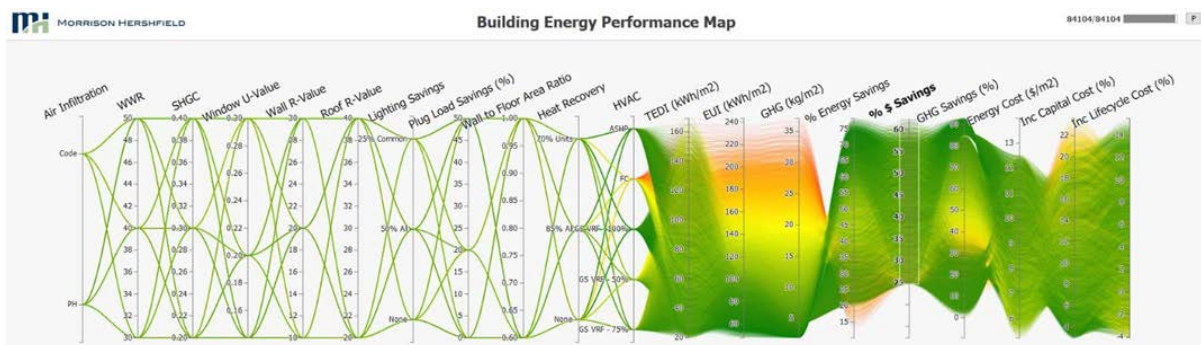


Figure 7: Option 3 - Minimum LEED Energy Points (% Cost Savings)

1.4.4 Option 4 –GHGI Target Only

Figure 8 below indicates the outcomes associated with imposing a GHGI target of 20 kg/m2.yr, which corresponds to the TGS Tier 1 target for a Part 3 MURB as an illustrative example.

While this metric is beneficial in itself for GHG reductions due to its very nature, there are several shortfalls with this approach of solely imposing a GHG reduction target that are evident in the modelling data:

1. It may not necessarily lead to outcomes that are energy-efficient in nature; for example, the TEDI measure, which is primarily measure of the efficiency of the building envelope, could be as high as 160 kWh/m2.yr (compared to the TGS Tier 1 target of 70 kWh/m2.yr), while still meeting the GHG target. This is primarily associated with pathways that rely on fuel switching from gas to electricity, while doing little to improve building energy efficiency.

- As a result of fuel switching without improvements in energy efficiency, there could be the potential for significant increases in utility operating costs due to the higher cost of electricity; as indicated in the Figure below, the annual energy cost could exceed \$13/m² in some cases.

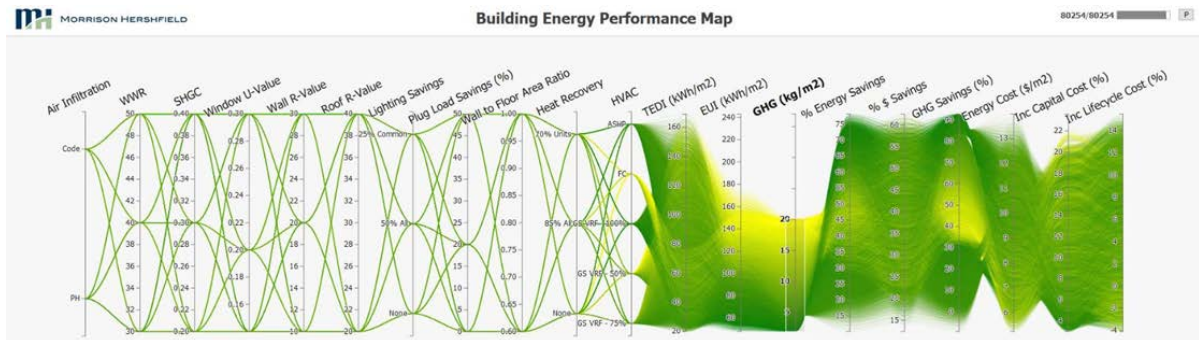


Figure 8: Option 4 – GHGI Target Only

1.4.5 Option 5 –EUI, Target and GHGI Targets

This option involves setting absolute targets for energy use intensity (EUI), thermal energy demand intensity (TEDI) and greenhouse gas emissions intensity (GHGI), each of which is intended to address a specific policy outcome:

- EUI – Promotes improvements in building energy efficiency across all building energy end-uses (space heating, cooling, lighting, etc.), while also reducing peak demand and stresses on the local grid.
- TEDI – Specifically targets improvements in building envelope performance, given the co-benefits associated with durability and thermal resiliency, in addition to energy and GHG emissions reduction.
- GHGI – Encourages the use of alternative low-carbon fuels and sources of energy to minimize the carbon footprint of the development.

Figure 9 below shows the scenario where the TGS Tier 1 targets for EUI, TEDI and GHGI to the high-rise MURB archetype. The associated outcomes are that the design would achieve at least a 10% improvement over the OBC SB-10 baseline, as well as providing for greater certainty in terms of GHG emissions (i.e. no more than 20 kgCO₂e/m².yr). Due to the incorporation of EUI and TEDI targets, the energy operating costs are also lower (i.e. more than \$9.5/m².yr) compared to Option 4 above with just a GHGI target. Furthermore, there are a variety of design solutions.

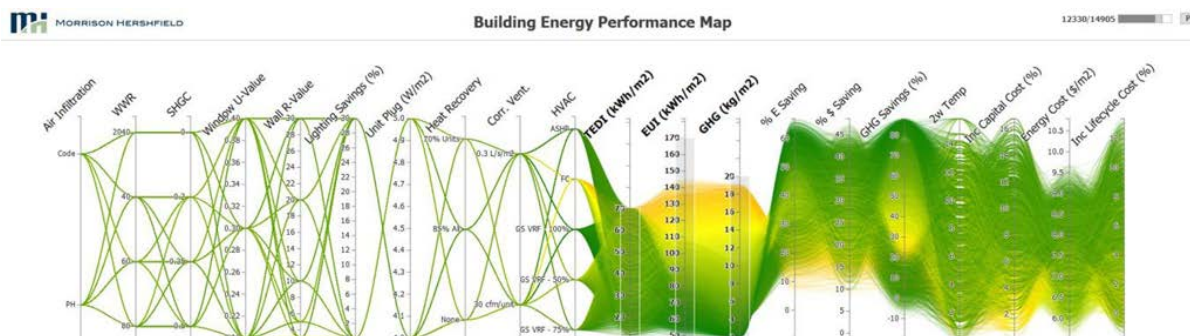


Figure 9: Option 5 - Recommended Minimum Scenario

Figure 10 shows the application of the TGS Tier 4 to the same archetype model, and is generally considered to be equivalent to near-net zero (net-zero ready) level of performance in terms of GHG emissions. To achieve this level, certain design constraints are evident such as usage of high-performance triple glazing (maximum U-0.30), at least an R-10 effective opaque wall assembly, highly effective heat recovery (over 70% effectiveness), and fuel switching from gas-fired boilers to either air-source or ground-source electrically-driven heat pumps. The incremental capital costs could range between 6% and 15% depending on the chosen measures, however the incremental lifecycle costs (i.e. including the benefits of energy savings over a 20-year period) could be as little as 2%.

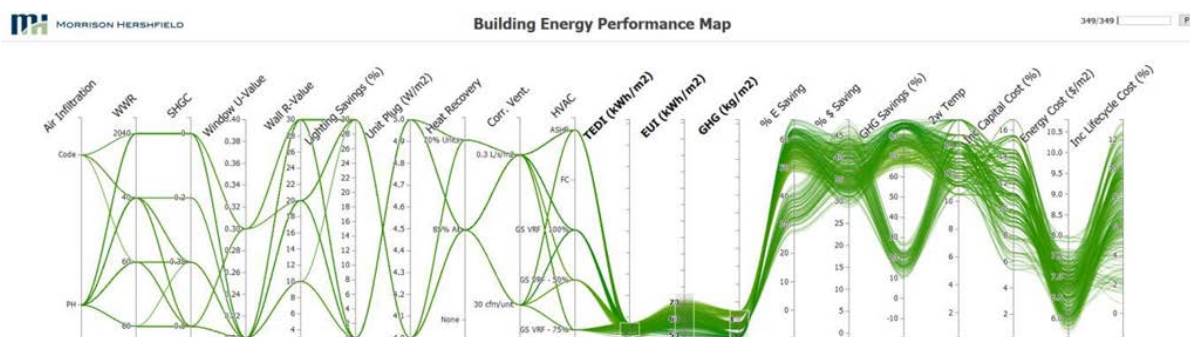


Figure 10: Option 5 - Aspirational Scenario

1.5 Proposed Metric Changes

Based on the results of the energy modelling analysis and discussion above, Morrison Hershfield recommends the following for the update of metrics associated with the energy and GHG emissions performance of buildings:

1. Adopt absolute performance-based targets for EUI, TEDI and GHGI for the Part 3 building archetypes explored in the energy modelling analysis, i.e., multi-unit residential, office and retail. As evident in the modelling data, incorporating performance targets for all three metrics would result in specific policy outcomes that would contribute to a robust GHG emissions mitigation strategy in the buildings sector.

A target for EUI would promote improvements in building energy efficiency across all building energy end-uses (space heating, cooling, lighting, etc.), a TEDI target would specifically target improvements in building envelope performance, given

the co- benefits associated with durability and thermal resiliency, in addition to energy and GHG emissions reduction, and a GHGI metric would encourage the use of alternative low-carbon fuels and sources of energy to minimize the carbon footprint of the development. In addition, improvements in all three metrics would result in lower utility operating cost for the building owner and/or tenant, thereby resulting in lower lifecycle costs (ex. total cost of ownership), and contributing positively in terms of affordability.

Targets that are aligned with TGS Tier 1 are suggested for the “Minimum”, and those aligned with Tier 4 are suggested for the “Aspirational” performance scenario. A pro- rated points-based system can be implemented to reward intermediate performance between these two levels.

2. For low-rise residential buildings such as single-family detached dwellings that fall under Part 9 of the Building Code, it is generally atypical to perform detailed hourly energy modelling, given the associated costs relative to the overall construction value of the building. Furthermore, there are several energy-focused certification programs available on the market such as Energy STAR for New Homes, R-2000, the CHBA Net Zero Home Labelling Program and Passive House, all of which would lead to high- performance building outcomes. As such, these existing certification programs can be leveraged to set energy and GHG emissions performance requirements for this building typology.
3. For metric 4.A.3. Energy Management, we recommend developing specific terms of reference that outlines the minimum requirements and expectations for the Energy Strategy report that are aligned with the community energy and emissions plans as well as overall municipal objectives, to assist applicants with pursuing this metric. Requirements may include:
 - High-level energy analysis using archetype modelling or benchmarking data to estimate the overall energy consumption and GHG emissions associated with the development.
 - Identify and evaluate opportunities to reduce EUI and GHG emissions intensities down to a net-zero emissions ready level of performance (i.e. the Aspirational building efficiency target) through various measures such as more efficient building form and massing, orientation, improved building envelope performance, highly efficient HVAC systems, heat recovery and lighting solutions.
 - Analysis of low-carbon energy solutions and on-site renewable energy generation potential that can be incorporated to the development, including rooftop PV, geo-exchange systems, high efficiency CHP, thermal energy stores, and sewer water heat recovery.
 - In the case of multi-building development proposals or for sites in intensification areas identified by the municipality, investigate the feasibility of shared energy solutions such as development of low-carbon thermal energy networks or connection to planned or existing district energy systems, and identify the required provisions to be district energy-ready.

- Identify and evaluate opportunities for backup power systems and passive design features that will improve the resilience of buildings to area-wide power outages.

Out of the three points available for this metric, we suggest that one point be awarded for the completion of an Energy Strategy report, and an additional two points be awarded for committing to meet an energy use intensity (kWh/m².yr) and GHG emissions intensity target (kgCO₂,eq/m².yr) for the entire development.

4. Consideration might be given for the development of an online parametric analysis tool similar to that developed for this project. The availability of this tool to applicants might better enable them to make informed decisions on building parameters. It would also demonstrate leadership by the municipality. Note a version of the tool is now online for B.C. buildings at <http://www.buildingpathfinder.com>

1.6 Implementation Considerations

In order to ensure that the proposed performance metrics translate to real GHG emissions reductions and energy efficiency and energy cost savings, consideration should be given to implementation strategies and tools to support the policy. Some items of implementation to consider when rolling out the revised policy include:

- **Commissioning:** Building commissioning is a systematic process of verifying that the various building sub-systems such as building envelope, mechanical (HVAC), plumbing and lighting systems are constructed and operational per the project requirements and design intent. The practice of commissioning has become relatively standard and common for most large new construction Part 3 building projects. In order to reduce the performance gap between modelled performance based on design intent and actual performance during operations, it is essential that requirements for best practices in building commissioning are integrated into the Standard.
- **Sub-metering:** In order to facilitate ongoing energy management, as well as to support post-occupancy calibration of the energy model in cases of significant discrepancy, it is suggested that electricity and/or thermal sub-meters be required to be installed for all energy end-uses that represent more than 10% of the building's total energy consumption. In addition, all major process loads such as pools and ice rinks should be sub-metered separately.
- **Energy modeling guidelines** to clarify standard schedules, assumptions and methodologies around energy models so that projects are meeting the proposed performance criteria as intended.
- **Air tightness testing:** The results of the energy analysis have indicated that improved air tightness over “typical” values can have significant energy savings. This can only be verified using whole building air leakage testing. This is an added expense to a project if implemented, but would likely result in actual air leakage reductions and related energy savings. Airtightness testing is mandatory for projects targeting Tier 2 or higher under the TGS.

Attachment 2

Technical Advisory Committee Presentation to BILD

Sustainability Metrics Update Project

Development Industry Meeting #2

December 2, 2020



1

Agenda

- Introductions
- Brief overview of program
- Summary of metric updates
- Response to feedback given by industry
- Next steps
- Q & A



2

Introduction



Audience will be muted throughout the session



Webinar is being recorded



Use the Chat function to post any questions



3

Overview of the Program



4

Why Have Sustainability Metrics?

- Encourage design that is environmentally, socially, and economically sustainable
- Implementation tool to help achieve Provincial Planning and Official Plan objectives
- Facilitate creating healthy, complete, and sustainable communities that:
 - Offer high-quality of life for residents
 - Reducing GHG emissions from new buildings and transportation
 - Using municipal infrastructure more efficiently
 - Supporting local economic opportunities
 - Improving health and wellness for residents
 - Enhancing the local building stock
 - Increasing resilience
 - Creating diverse communities
 - Offering cost efficiencies



5

Sustainability Metrics Program: History

- Originally launched in 2014
- Partnership between Cities of Richmond Hill, Vaughan and Brampton
- Partially funded through support from FCM's Green Municipal Fund, and Province's Places to Grow Implementation Fund
- Extensive consultation with building and development industry
- BILD Peel Chapter provided letter of support
- Award winning program:
 - Research & New Direction, Excellence in Planning Award = Ontario Professional Planners Institute
 - Award of Excellence in Sustainability = American Planning Association



6

Sustainability Metrics Program: What is it?

- Sustainability metrics quantify or score the sustainability performance of development proposals
- Organized into four categories:
 - 1) Built environment
 - 2) Mobility
 - 3) Natural Environment
 - 4) Green Infrastructure & Building



7

Sustainability Metrics

- Menu of ~50 metrics applicants can choose from
- “Choose your own adventure!” approach
- **Not required to achieve every metric**
- Each metric has different levels of achievement with associated point values
- Combination of metrics selected results in a total/final point score
- Applicant can choose any combination of metrics to achieve a required minimum final score
- Enables applicant to select the metrics that best suits their property, project, and level of sustainability aspiration



8

Sustainability Thresholds

- Final score will fall within one of three sustainability thresholds: Bronze, Silver, or Gold
- Richmond Hill and Brampton = requires applicants to achieve at least a Bronze score
- Vaughan and Markham = will be requiring applicants to achieve at least a Bronze score
- **Reminder: Applicant gets to choose what metrics they will use to achieve the minimum Bronze score from the menu of metric options; applicant is not required to achieve every metric.**

Example of Thresholds: City of Brampton

	Site Plan	Plan of Subdivision	Block Plan
Bronze	35	29	30
Silver	53	40	39
Gold	70	51	49



9

Sustainability Metric Update Project



10

Sustainability Metric Update Project: Purpose

- Partnership between Brampton, Vaughan, Richmond Hill, and Markham
- Update existing metrics in response to changes in legislation, policy, and best practices since original metrics were approved
- Investigate adding new metrics, especially those that facilitate GHG emission reduction and energy conservation
- Morrison Hershfield retained as consultant
- Partially funded through Federation of Canadian Municipalities (FCM) Green Municipal Fund



11

Sustainability Metric Update Project: Process

Stage 1	Stage 2	Stage 3	Stage 4
Background analysis	Internal stakeholder workshop	External stakeholder workshops	Draft Sustainability Metrics Report updated based on external comments
Background memo	Draft metrics updates	Targeted Consultation with: <ul style="list-style-type: none"> - BILD - Consultants and Local Developers - Clean Air Partnership, Atmospheric Fund, Canada Green Building Association - York and Peel Regions, CAC, TRCA 	Internal stakeholder consultation
	Internal stakeholder revisions to draft metric updates		Draft metric updated further refined
	Draft Sustainability Metrics Update Report prepared		External stakeholder consultation
			Final revisions to metrics updates
			Present final metric update to Council



12

Sustainability Metric Update Project: Best Practice

- Informed by variety of frameworks, including but not limited to:
 - LEED v4 Building Design and Construction
 - LEED v4 for Neighborhood Development
 - Living Building Challenge (LBC) v3.1
 - Living Community Challenge (LCC) v1.2
 - Toronto Green Standard v3
 - Community Wellbeing Framework



13

Sustainability Metric Update Project: Consultation

- Iterative process
- Consultation with municipal staff and external stakeholders
- Builders, developers, industry consultants, conservation authorities, Regional governments, non-for-profit organizations, etc.



14

Sustainability Metric Update Project: the Updates

Sustainability Metrics Update includes:

- Metrics to be Removed
- Metrics with Minor Changes
- Metrics with Major Changes
- New Metrics to be Added
- Updates to format, nomenclature, metrics program guidebook



15

Metrics Proposed for Removal

Metric	
Floor Area Ratio/Floor Space Index	
Persons and Jobs per Hectare	
Urban Tree Diversity	
Water Conserving Fixtures	
Parking Garage Lighting	
Energy Conserving Lighting	
Proximity to School	
Tree Canopy Enhancements	
Material Reuse and recycled content	
Recycled/Reclaimed Materials	
Surface Parking	

- Redundant (already covered as requirements in OP, ZBL, or OBC)
- No longer necessary (captured in another metric), difficult to verify/enforce, or industry taking different approach



16

Metrics Proposed for Minor Revisions

Metric
Surface Parking Footprint
Access to public parks
Greywater Reuse
Multi-purpose stormwater management
Distance to Public Transit
Implementing trails and bike paths
Traffic Calming
Stormwater quality
School Proximity to Transit Routes and Bikeways
Intersection Density
Passive Solar Alignment

- Rename to align more accurately with metric intent and benefits
- Improve clarity of metric intent and requirements
- Adjustments to point allocations based on feedback, uptake, and desire to incentivize specific metrics



17

Metrics Proposed for Major Revisions

Metric	Metric
Buildings designed/certified under accredited 'Green' rating system	Promote Walkable Streets
Universal Design	Pedestrian Amenities
Universally Accessible Points of Entry	Proximity to Active Transportation Network
NHS Enhancements	Stormwater Quantity
Preserve existing healthy trees	Stormwater Quality
Soil quantity and quality for new trees	Solar Readiness
Enhancing urban tree canopy and shaded walkways and sidewalks	Dedicate Land for Private Fruit and Vegetable Garden Space
Proximity to basic amenities/lifestyle amenities	Healthy Soils
Design for Life Cycle Housing	Solid Waste
Bicycle Parking	Reduce Light Pollution
Carshare & Carpool Parking	Reduce Potable Water Use
Connection to Natural Heritage	Energy Management
Cultural Heritage Conservation	Bird Friendly Design
Block Perimeter and Length	Building Energy Efficiency and Emissions
	Reduce Heat Island – Non-Roof
	Reduce Heat Island - Roof

- Address shifts in the building and development industry, and green development frameworks (e.g. LEED, LBC, etc)
- Reflect past uptake by adjusting the targets and/or point allocations for metrics that had a low or high uptake
- Past high uptake → update to a more challenging target
- Past low update → update to an easier targets



18

New Metrics Proposed

Metric
Embodied Carbon of Building Materials – Supplementary Cementitious Materials
Embodied Carbon of Building Materials – Life Cycle Assessments
Embodied Carbon of Building Materials – Material Efficient Framing
Supporting Pollinators
Salt Management
Sub Metering of Thermal Energy and Water
Back-up Power
Extreme Wind Protection
Controlling Solar Gain
Providing Mixed-Use Development
Electric Vehicle (EV) Charging Stations
Innovation
Community and Neighbourhood Scale (*new to RH*)
Intersection Density (*new to RH*)

- Reflect best practice in green development
- Growing awareness of importance of carbon associated with building materials
- Focus on climate change adaptation
- Based on provincial, municipal, and consumer trends



19

New Metric Added: Embodied Carbon of Building Materials

- Embodied carbon is the lifetime GHG emissions associated with building materials
- Encourage retention and reuse of building materials while also addressing GHGs
- The 3 new metrics related to embodied carbon replaced previous metrics related to recycling/reusing materials perceived as outdated
- Implemented by using certain building materials (e.g. Supplementary Cementitious Materials) and efficient framing (e.g. wood), and completing Lifecycle Assessment



20

New Metrics Added: Climate Change

Electric Vehicle (EV) charging stations

- Encourages use of EVs, which can help reduce GHGs and air pollution
- Providing charging stations to serve 10% to 50%+ of the parking spaces.



Extreme Wind Protection, Back-up Power, Thermal Energy, and Controlling solar gain

- Encourages more resilient construction for extreme weather events and reduces energy use



21


New Metric Added: Innovation

- Encourage applicants to achieve innovative performance that is significantly better than standard practice
- Applicant would need to:
 - identify or establish a baseline of standard performance
 - compare that benchmark with the final design
 - provide a high-level concept of the proposed metric to be reviewed by the City
- Up to a maximum of 10 points
- Points will only be granted for strategies not already identified in the menu of metric options or if the technology aids in the achievement of an existing metric
- City would need to review proposal before accepting proposed innovation metric



22

Updates to Guide, Format and Nomenclature



	Original Number	Metric Name	New Metric Number
Built Environment	1.B.1/ 1.B.2	Proximity to Amenities	BE-1
	New	Providing Mixed-Use Development	BE-2
	1.F.1	Design for Life Cycle Housing	BE-3
	N/A	Community Neighbourhood Scale	BE-4
	1.J.2	Cultural Heritage Conservation	BE-5
	1.C.4	Enhancing Urban Tree Canopy and Shaded Walkways and Sidewalks	BE-6
	New	Salt Management	BE-7
	1.H.4	Carpooling Parking	BE-8
	1.H.2	Surface Parking Footprint	BE-9
	New	Electric Vehicle Charging Stations	BE-10
Mobility	2.B.1	Block Perimeter Length	M-1
	1.I.2	School Proximity to transit routes and bikeways	M-2
	2.B.2	Intersection Density	M-3
	2.E.1	Promote walkable streets	M-4
	2.A.1	Pedestrian Amenities	M-5
	1.H.1	Bicycle Parking	M-6

- Re-numbered the metrics to correspond to the 5 categories (Built Environment, Mobility, Natural Environment & Open Space, Infrastructure & Buildings, and Innovation)
- Some Metrics moved to other categories to better match the intent
- Guidebook look and layout will also be updated



23

Renaming of Metric Levels

Old Language

- Metric Target
- Mandatory (required by City policy/standard, and did not provide points) ← *removed*
- Minimum
- Aspirational

New Language (all provide points now)

- Metric level
- Good = baseline sustainability performance
- Great = enhanced performance
- Excellent = best in class performance



24

Development Industry Feedback



25

BILD Feedback: General

- Letter provided by BILD dated February 2020
- Comments outlined constructive feedback
- Matters raised by BILD include the following:
 - Metrics that go beyond mandated requirements of the OBC should be based on a standard of voluntary participation for the development industry
 - Effective sustainability programs include those that incentivize sustainable development practices, use less prescriptive terms, and allows proponents barrier-free access to deliver sustainability performance that is most appropriate for their individual sites
 - A one-size fits all approach is unrealistic
 - Costs associated with employing additional sustainable development is passed onto purchaser



26

BILD Feedback: Detailed Comments

Q1) Are the metrics standard across all of the respective municipalities? If so, can the success of each metric be replicated across these different jurisdictions equally? If not, how is the industry supposed to know which are most sustainable, cost effective and best for that particular community? Please provide examples.

- Yes, metrics will be standard across all partner municipalities
- Ensures “equal and level playing field”, clarity, and predictability
- Metrics provided as a menu of options applicant can select from; "choose your own adventure" approach
- **Applicant can tailor the sustainable design features to the site by choosing which metrics to pursue**



27

BILD Feedback: Detailed Comments

Q2) Are the respective municipalities looking into financial incentives for the development industry in order to enhance the use of this metric? If not, will the municipalities be providing access to financing or regulatory support to the industry?

- Yes, financial incentives are being explored, as well as non-financial incentives
- City of Richmond Hill has explored incentives in more detail, and will be bringing forward recommendations to Council for consideration alongside the updated metrics
- Cities of Brampton, Vaughan, and Markham will be exploring opportunities for incentives at a later time based on their unique local contexts and municipal objectives



28

BILD Feedback: Detailed Comments

Q3) Will the development industry be penalized if they are unable to implement or scale-up metrics?

- No, the Sustainability Metrics program is not punitive
- Metrics provided as a menu of options applicant can select from; "choose your own adventure" approach
- Applicant is free to choose from a menu of ~50 metrics and select the metrics they want to implement based on what they are comfortable with and can commit to
- However, total score achieved from the culmination of all selected metrics must meet a minimum score threshold (Bronze)



29

BILD Feedback: Detailed Comments

Q4) Is the planning rationale for this program in line with engineering and legal standards for each municipality participating in this metric?

- The program is a tool that aligns with and supports the implementation of Provincial and Municipal objectives regarding complete communities, climate change mitigation and adaptation, transit-oriented development, efficient use of land and infrastructure, natural and cultural heritage conservation, etc.
- Each metric, including metric intent and respective requirements, have received input from and reviewed by subject matter experts in each municipality, including Engineering, Development and Policy Planning, Cultural Heritage Planning, Parks Planning, Environmental Planning, and Building staff



30

BILD Feedback: Detailed Comments

Q5) Where there are contradictions or conflicts between points, which will take precedence? Will they be weighted in a manner that illustrates which is valued more?

- Metric Update project included a review of any potential conflicts between metrics and points
- Attempted to structure point allocations based on, among other considerations, the complexity of the metric requirements/implementation and the resulting sustainability benefit provided
- Metrics and their associated point allocations were designed to complement each other; selecting one metric will not eliminate the opportunity to choose another
- As a reminder, the metrics are provided as a menu that an applicant can choose from; there is no requirement that all metrics be achieved



31

BILD Feedback: Detailed Comments

Q6) What the rationale is of each metric?

- Each metric includes a "Metric Intent" statement that provides high-level rationale for the metric and the sustainability benefit results from implementing it
- Reflects best practice in sustainable design and development
- Many of the metrics also align with internationally recognized green development frameworks, including LEED ND, LEED BD+C, PassiveHouse, Living Building Challenge, Wellbeing, Toronto Green Development Standards



32

BILD Feedback: Detailed Comments

Q7) Who will be defining the metrics and who will be measuring them?

- Each metric includes a metric intent which generally outlines the rationale behind the metric requirements and the sustainability benefit that comes with the implementation of the metric
- The metrics to be achieved by the applicant are noted through the Sustainability Assessment Tool (i.e. online or manual form)
- City staff have been identified as “verifiers” for each metric
- Responsible for verifying whether metrics applicant has stated they've achieved in their development proposal is actually met according to metric requirements



33

BILD Feedback: Detailed Comments

Q8) Will approval timelines be effected? Which departments will be reviewing development applications against the metrics?

- Approval timelines are not expected to be negatively affected
- Implementation of the metrics have been in process since 2014
- Since that time, municipal staff continue to work collaboratively with applicants/industry to educate them on the metrics, requirements, tool, and implementation
- Suite of metrics include requirements that touch upon a range of sustainability matters
- City staff within each municipality have been identified as “verifiers”
- Responsible for verifying whether metrics applicant has stated they've achieved in their development proposal is actually met according to metric requirements



34

BILD Feedback: Detailed Comments

Q9) How does the point system relate to the value of each chosen metric as a priority? How have aspirational targets been determined?

- Implementation of the metrics are based on the approach of a point-based rewards system that has been in place since 2014
- More complex metrics have higher point values
- “Aspirational” metric level now referred to as “Excellent”
- Point allocations for each metric have been reviewed comprehensively through the 2020 update to account for various factors, including but not limited to, the general complexity of metric requirements/implementation, ability of municipality to confirm implementation, and sustainability benefit



35

Additional Stakeholder Feedback: Key Themes

Key Feedback Themes	How Comment is Addressed Through Update Project
• Incorporating new metrics	→ Resulted in several new metrics
• Need for flexibility	→ Maintained program flexibility (Choose Your Own Adventure approach)
• Point allocation and score thresholds	→ Reviewed and revised; thresholds also being refined
• Clarification on program	→ Program guidebook updated to improve clarity; future training and info materials
• Remove of metrics out of applicant's control	→ Reviewed and metrics revised, as needed
• Technical comments on standards	→ Reviewed and changes made, as needed



36

Additional Stakeholder Feedback: Key Themes

Key Feedback Themes	How Comment is Addressed Through Update Project
• Metric organization and nomenclature	→ Reviewed and revised as part update project
• Incentives	→ Municipalities exploring opportunities for variety of incentives
• Verifying metric compliance and internal processes	→ Improved clarity and ease of verification; also working to improve internal processes
• Streamlining of program/submission materials	→ Streamlined and reduced submissions materials wherever possible
• Consistency between municipalities	→ Will continue to have consistent metrics across partner municipalities
• Applicability to scales and types of developments	→ Reviewed and revised as part of this update project
• Strengthening metrics	→ Included review of metrics and elevated certain metrics requirements where appropriate



37

Next Steps



38

Next Step

- Refine metrics based on input from this meeting
- Prepare final metric guidebook
- Draft recommendation report
- Present recommendation reports to each Planning Committee/Council in Q1 of 2021
- Update thresholds
- Conduct education and outreach regarding updated Sustainability Metrics



39

Q & A



40

Thank you



Brian DeFreitas
City of Richmond Hill



Christine Lee
City of Richmond Hill



Ruth Rendon
City of Vaughan



Ash Faulkner
City of Vaughan



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December 11, 2020

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Dear Sustainability Metrics Project Team,

RE: Final Draft Sustainability Metric Program | Cities of Vaughan, Richmond Hill, Brampton and Markham

BILD is the voice of the home building, land development and professional renovation industry in the Greater Toronto Area. The building and renovation industry provides \$33 billion in investment value and employs 271,000 people in the region. BILD is proudly affiliated with the Ontario and Canadian Home Builders' Associations.

BILD is in receipt of the Final Draft Sustainability Metric Program ('the Metric') that was brought forward by the Cities of Vaughan, Richmond Hill, Brampton and Markham at a joint BILD York and Peel Chapter meeting on December 2nd. On behalf of our York and Peel Chapter members, BILD extends our appreciation for the presentation provided at this meeting by representatives of each respective municipality, as well as the discussion that ensued afterward. We thank the respective Cities for the opportunity to provide the following comments for consideration in advance of the New Year, when this Metric is intended for adoption. However, for an undertaking of this significance, the industry consultation is materially inadequate.

To begin, BILD members remain committed to the delivery of sustainable communities and environmentally conscious development. We also would like to acknowledge our understanding that Staff are proposing to implement these Metrics with the best intentions in mind for the public good; however, it is important to strike a balance with economic/social aspects, and to note that any costs associated to employing additional 'Green' or 'Sustainable' development practices is ultimately passed onto the new homeowners of these units, which can effectively challenge the affordability and availability of new home ownership in the Province. We would also like to mention, that our comments stated herein, are not intended to undermine the hard work of these respective Cities – but to provide the perspective of the industry as your community building partners.

In this regard and prior to discussing our key comments, we felt it important to establish our main concern with the Metric as presented. This concern stems from our understanding that the current 2014 Metric has not yet been sufficiently utilized or evaluated by each respective municipality to prove its effectiveness or success that then rationalizes the need for such a fulsome update. Considering this, we would like to request that the respective Cities aside from Markham who is just joining this initiative, provide a thorough analysis on the following:

- How has the current version of the Metric (2014) effected the timelines and costs related to the development application process?
- How many applications have successfully utilized the current Metric in each municipality?
- Is there an understanding that the current Metric's have had a direct and positive impact on sustainability and of a magnitude to justify the cost?

This brings us to our overarching recommendation that we pause this update until we've completely understood the effectiveness of the 2014 version.

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BILD and its members firmly believe a slow and steady approach needs to be taken when working with this Metric to ensure it is not rushed; especially being that the 2014 Metric is not seamless. As such, we trust that we can continue to address these outstanding concerns with staff prior to any final decisions, in addition to the concerns contained herein. We fully believe that the intent of the sustainability metrics can be achieved, which is why we feel it is imperative that a proper consultation process be put into place. This process is one where a collaboration of industry leaders from both the public and private sector can work together to create and refine a series of metrics that are fair, effective, and economically viable, while still maintaining key sustainability principles.

As such, BILD is requesting a formal meeting with the Planning Directors/Commissioners of each respective municipality partaking in this review to provide an opportunity to have transparent discussion on this item in order to construct a Sustainability Metric that achieves a mutually beneficial outcome. At this time, we believe it would also be essential to set up a Joint Working Group.

With this being addressed, we are happy to bring forward our key comments for your consideration.

1. Code is 'King'

As we continue to express, the Ontario Building Code (OBC) is the governing legislation that has been judiciously developed and vetted for the purpose of providing the development industry in Ontario with a clear set of uniform construction requirements. It is also important to recognize that the OBC has been and continues to be substantively enhanced with each new successive iteration with sufficient trials to avoid unintended outcomes and refine interrelations.

In this regard, we again reiterate the recommendation made within our previous submission that advocates for this municipal guideline to be implemented on a voluntary basis considering that the provincial Planning Act and Building Code Act do not enable a municipality to regulate their own construction requirements outside of the prevailing OBC. Again, since proponents are not legislatively required to surpass the requirements of the OBC, and metrics of this nature cannot supersede legislation, any conflicting metrics should be removed, if they legally cannot be fulfilled. Voluntary implementation allows for controlled trials that can iron out wrinkles only evident in ground truthing.

As such, BILD requests clarification on the following:

- Do these Metrics exceed the requirements of the OBC? If so, is this the intention?

2. Implementation

From an implementation perspective, the introduction of 'Choose Your Own Adventure' with the expectation of meeting the minimum Bronze Tiered requirement is of concern to our members. As mentioned above, this overlap of municipal and OBC requirements creates regulatory confusion in the development planning approval and building permitting process; this will unavoidably cause further delays when working towards approvals as it will penalize all new development against this Metric. This can be a problem, as it would be unreasonable and prohibitive to hinder the approval of a project when awarding points and the Cities must be mindful of the unintended consequences when doing so. In addition, some Metrics still seem to rely on rewarding points for things outside of a single landowner/developer purview – these concerns are addressed in Attachment 1 of this submission.

Our members have additional concerns with the performance based approach the Metric is undertaking. Specifically being that these Metrics do not provide examples of how builders can utilize these Metrics on the ground. In addition to not providing necessary examples, this Metric also does not properly define important terms – again, these concerns are addressed in Attachment 1 below.



Prior to implementation, BILD believes it is crucial for each municipality participating in this program to identify the following to the development industry prior to a formal decision:

- Currently, there are no examples of how to best achieve this Metric, will the municipalities provide examples for builders on how to best utilize the Metric on the ground? Or can a Pilot Program for this Metric be put in place to understand its achievability and identify any shortcomings?
- What departments will be reviewing this Metric against development applications? Will the staff be thoroughly trained to review applications alongside this Metric?
- We have made note, that there are metrics proposed throughout the document that would require engineering design standards to be revised at participating municipalities before they could be implemented and approved through the development application process. We recommend an additional walk-through of this document with the industry as necessary in order to discuss these discrepancies.

3. Affordability

To be concise, this version of the Metric does not provide sufficient information to its potential impact on housing affordability. At this time, BILD is requesting a cost-benefit analysis for us and your respective municipalities to gain an understanding toward the impact this document will have on the industry regarding the affordability and availability of new homes.

While we are requesting a pause of this current Draft of the Metric, we did previously mention our support for the use of economic incentives as a means to encourage developments to go beyond the minimum required targets within the program. In this regard, we still firmly believe in the use of economic incentives for the 2014 Standard. Economic incentives such as Development Charge reduction or fast tracking approval timelines, motivate the development industry to achieve higher levels of participation, which ultimately will translate to increased experience and a positive outcome for the respective Cities. BILD is happy to discuss these with you further, once a joint working group is established.

As your community-building partners, we hope you will find our comments within this letter helpful. We strongly believe that getting it right is imperative and further conversation and refinement is needed before moving forward with the Metric Program. We look forward to discussing this with you in future and would appreciate being notified of further updates as new information comes forward along with recommendations from a joint working group.

In the interim, should you have any questions please feel free to contact Paula Tenuta and Victoria Mortelliti at ptenuta@bildgta.ca and vmortelliti@bildgta.ca respectively.

Stay safe and well,

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Arvin Prasad, City of Markham
Richard Forward, City of Brampton
James Harnum, City of Vaughan
Kelvin Kwan, City of Richmond Hill

ATTACHMENT 1

Technical Metric Comments:

Metric	Comment
BUILT ENVIRONMENT	
BE-1 Proximity to Amenities	<p>With the changes to retail and banking over the past 8-12 months, this metric needs to be reconsidered. Banks are reducing local branches in terms of size and services offered, general retail has move more on line, form of retail buildings is changing.</p> <p>This metric was formerly applicable to Block Plans as part of being a complete community. The provision to have spaces identified for retail / amenities as part of the Block Plan should remain.</p>
BE-2 Providing Mixed Use Development	Commercial and mixed use is allocated points here for Block Plan but not BE1.
BE-3 Design for life cycle Housing	Note that all privately held housing options can be rental housing.
BE-4 Community Scale	There needs to be tiers of points available for this criterion, as it is the largest points potential for Block Plans it is basically a mandatory item.
BE-5 Cultural Heritage Conservation	<p>Does this allow for modernizing the interior?</p> <p>This could require that buildings remain dysfunctional over time.</p>
BE-6 Enhancing Urban tree Canopy And shaded Walkways and sidewalks	<p>Please confirm that there are species on each municipality's planting lists.</p> <p>Please confirm tree caliper size typically required to do this for costing implications.</p> <p>Allow this to be used in conjunction with set standards, not above and beyond standards.</p>
BE-7 Salt management	<p>Please confirm proposed grading complies with OBC and municipal standards.</p> <ul style="list-style-type: none"> A 4% slope has the potential to become a slip plane in icy conditions. What is the impact of this metric on walking surfaces? It would be helpful if there is a list of salt tolerant vegetation species and windbreak trees as examples. Please clarify how a heated walkway near the house will promote energy efficiency and/or GHG emissions reduction.

BE-9 Surface parking Footprint	Please confirm that for sites larger than 2 acres and at reasonable coverages, which Zoning would permit as low as 20% coverage.
B-10 EVSE	Please clarify if this is also applicable to low-rise housing.
MOBILITY	
M-2 School Proximity to Transit Routes and Bikeways	For draft plan - How does this metric work with an infill application for a new development in an older area with an existing school but no bike or transit infrastructure? For Block Plan – what if there is no school planned / required for the area? The block can therefore not get any points.
M-3 Intersection Density	For your reference, we request you kindly refer to the following article - Paul L. Knight & Wesley E. Marshall (2015) The metrics of street network connectivity: their inconsistencies, Journal of Urbanism: International Research on Placemaking and Urban Sustainability, 8:3, 241-259, DOI: 10.1080/17549175.2014.909515 <ul style="list-style-type: none"> • Also please note that this metric is in conflict with metrics related to reducing heat islands. • This metric also creates financial responsibilities for municipalities to maintain lengths of road and services over the long term. • This metric potentially contributes to reduction in density, each intersection removes approximately 4 units of housing. • Specific comment about metric – any public space, including parks less than .2ha should be excluded. POPS should also be excluded.
M-4 Walkable Streets	Please confirm ROW section for providing sidewalks on both sides of street. In a block plan, the additional 2.5 m required for the additional sidewalks reduces units, increases pavement widths, decrease intersection safety. There are financial implications and human safety issues that may not have been considered.
M-5 Pedestrian Amenities	The phrase “site boundary and not beyond” may lead to dead walkways that do not connect to anything.
M-7 Implementing Trails and Bike Paths	If a trail or bike path goes through NHS then partial parkland credit should be given.
M-8 Proximity to Active transportation Network	If there are no external linkages/ infrastructure, are internal routes etc. required to be provided? If no external are available, should this be removed/discounted in terms of points? Kindly,

	confirm.
M-9 Distance to Public transit	This is an externality that a developer cannot control. What about an infill site that requires Site Plan control in a Heritage Conservation District that has no/limited transit (Kleinburg Nashville as an example)? What about the redevelopment of a plaza in the middle of a community (i.e. Aberdeen and Embassy Drive in Vaughan)
M-10 Traffic calming	<ul style="list-style-type: none"> • Please confirm that engineering standards permit. • Please confirm that Highway Traffic Act permits.
NATURAL ENVIRONMENT & OPEN SPACE	
NE-2 Soil Quality for new trees	Confirm this complies with City standards, what issue may this have for curb face stability and other underground utilities?
NE-4 Connection to NH	<ul style="list-style-type: none"> • If connections and paths are to be provided, partial parkland credit should be given. • Municipalities also need to take a more active management process to the NHS that is conveyed as part of the planning process. • Please, note that Vaughan typically requires NHS to be fenced in.
NE-6 Supporting Pollinators	<ul style="list-style-type: none"> • Please confirm that CVC plant lists are acceptable. • This appears to be more of a Site Plan item than a draft plan item to consider. Please confirm.
NE-7 Dedicate Land For Private Fruit And Vegetable Garden Space	For ground related housing, every backyard can function as a garden, it is a programming choice of the homeowner.
NE -11 Greywater Reuse	<p>There are specific standards in the OBC that govern water reuse. This metric is very difficult to implement while respecting health risks to the occupants. In addition, please clarify:</p> <ul style="list-style-type: none"> • What qualifies as greywater? From the rooftops? Showers? • What is a low-grade function/plumbing infrastructure? • Should freehold TH also be excluded? <p>We recommend the removal of this Metric or to refer to the standards of the OBC or clarify the metric and add definitions.</p>
NE-12 Multi-Purpose SW Management	<p>Metric speaks to ponds, which are planned at a larger scale than a site plan.</p> <p>This should also be a potential block plan metric. By the time you are at site plan, SWM has pretty much been taken care of and is primarily hooking</p>

	up to a pipe. Confirm who pays for public art.
INFRASTRUCTURE & BUILDINGS	
IB-1 Buildings Designed and/or Certified under an Accredited "Green" Rating System	<p>There are no low-rise points there. There should be a counterpart for labelled houses/low-rise.</p> <ul style="list-style-type: none"> The excellent target is impractical – no builder will get two labels for a building The OPL target is very difficult to achieve <p>We recommend the addition of a low-rise target, the removal of the target for two labels, and increase the points for the OPL target.</p>
IB-2 Universal Design	<p>OBC requires 10% of Multi-residential units with barrier-free path of travel. This metric requires 20% of dwelling units in accordance to universal design standards.</p> <ul style="list-style-type: none"> Under the OBC definition, houses can include more than one dwelling unit. Does this metric only apply to buildings? Please clarify what is meant when using the term 'dwelling unit'. The ICC/ANSI A117.1 is not referenced in the OBC (Table 1.3.1.2. Div Would a building that complies with this standard be compliant with the OBC?
IB-3 Universally Accessible Entry to Buildings and Sites	<p>Primary entrances' is not a term that is used in the OBC.</p> <ul style="list-style-type: none"> What is the definition of a primary entrance? What are universally accessible standards?
IB-4 Embodied carbon building materials – Supplementary Cementitious	<p>Please address:</p> <ul style="list-style-type: none"> How do you verify this metric? What qualifies an SCM? Does this metric also apply to low-rise housing? What is the impact on the long-term strength and durability? Is there a standard to be referenced? There is a risk of defects that ultimately the municipalities would be responsible for, as it is recommended in the sustainability metrics; Please confirm that the criteria comply with engineering standards for each municipality.
IB-5 Embodied Carbon of Building Materials; Life Cycle Assessment	<p>A Life Cycle Assessment would require a consulting study at a significant cost;</p> <ul style="list-style-type: none"> Please estimate the cost of studies of this metric for a range of archetype buildings and please provide examples; Points should be awarded to wood-frame

	buildings;
IB-6 Embodied Carbon of Building Materials: Material Efficient Framing	<ul style="list-style-type: none"> The measurements are not consistent with the numbers in the OBC (for example, it is 406mm, not 400mm). Please use the measurements from the OBC. This may drive defects such as wavy drywall. Any savings on the framing lumber will be neutralized because of the need for a thicker subfloor and roof sheathing. We suggest the use of 'engineered wood systems' instead (for example, a wood-I instead of open web floor truss).
IB-7 Reduce Heat Island Non Roof	<ul style="list-style-type: none"> Are there any examples? Would a coloured asphalt shingles still qualify? What is high albedo paving? Please provide examples. Has there been any research on done on what potential impact this would this on homeowner preferences? And costs? Please quantify this. Does this apply to low-rise housing? This is at odds with intersection density.
IB-8 Reduce Heat Islands - Roof	<ul style="list-style-type: none"> Does this apply to low-rise housing? This is at odds with intersection density. Please provide examples on what is a cool roof, and its materials.
IB-9 Passive Solar Alignment	<p>For Block Plans / Draft plans – historic N/S road network makes this very difficult due to requirements to intersect boundary roads at 90 degrees. Leads to very inefficient roads networks due to radii requirements and internal intersection design criteria that may preclude points in other metrics.</p> <p>In addition, Recent developments suggest that orientation is not necessary for PV panels. As such, please check that passive solar alignment is still relevant.</p>
IB-10 Controlling Solar Gain	<p>East and west facing windows are usually side yards windows are shaded by the neighbours. Overhangs are useless because of low sun angles.</p> <ul style="list-style-type: none"> How do you install solar blinds on the exterior? The reference from ICLR is a research document, and has not been tested in a large number of houses.

	<ul style="list-style-type: none"> Please provide an impact analysis, including costing of these measures.
IB-11 Solar Readiness	Is this passive or active solar readiness? Can we just install a conduit and it will qualify? Please define solar readiness.
IB-12 Energy Strategy	<p>Is this redundant? As many municipalities already require a Community Energy Plan?</p> <p>Please confirm if this applies to a block plan – in the table it appears to, but in the applicable to section, Block plan not identified.</p>
IB-13 Building Energy Efficiency and Emissions	<ul style="list-style-type: none"> Inconsistent language with the OBC: OBC references 'building area,' not GFA. OBC defines low-rise as 'less than 4 storeys', not 3. Would a low-rise build require BOTH Energy Star and R-2000? It is unclear from the language. Is the metering requirement only for buildings? It is important to remember that building commissioning is very onerous and should be awarded more points. Similarly airtightness testing should have 10 points to really encourage people, because there is a lack of capacity and very rarely done.
IB-14 Reduce Potable Water Use	<ul style="list-style-type: none"> Confirm what mid-summer baseline use value is? How do you regulate how the homeowners would use an outdoor hose bib? Please define drought tolerant landscaping. Please explain how homeowners would be restricted from using potable water for irrigation.
IB-16 Extreme Wind Protection	<p>Are there extra points for tying the wall to the floor? If you only tie the roof to the wall, then both would lift. Just a roof tie is not enough.</p> <ul style="list-style-type: none"> What standard would hurricane ties need to comply with? Is this requirement consistent with OBC requirements? Please provide examples of what is acceptable and what is not for ties. Not sure how roof truss design is a draft plan item. Please explain more fully.
IB-18 Reduce Light Pollution	<ul style="list-style-type: none"> Is the Dark Sky compliant seal a recognized standard, developed by a standards development organization like the CSA? Please clarify. Please confirm if these meet engineering standards.
INNOVATION	
I-1 Innovation	We kindly request a more detailed guide with clear

	standards for how to get points based on sustainable improvements.
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ATTACHMENT 4

SUSTAINABILITY METRICS UPDATE - SUMMARY OF REVISIONS TO METRICS

The proposed revisions to the Sustainability Metrics include: 1. metrics proposed for removal; 2. metrics proposed for minor revisions; 3. metrics proposed for major revisions; and 4. metrics proposed to be added. Updates were also made to metric format, nomenclature, and metrics program guidebook. This document provides a summary of the metric changes.

1. Metrics Proposed for Removal

Eleven (11) metrics are proposed for removal, as outlined in this Section below.

1.1 The following Metrics are proposed for removal due to redundancy with current requirements, including requirements in the Official Plans and/or Zoning By-laws of the partner municipalities Vaughan, Richmond Hill, Brampton and Markham, and/or provisions in the *Ontario Building Code, 1992 (2020 Consolidation)*.

- Floor Area Ratio/Floor Space Index
- Persons and Jobs per Hectare
- Urban Tree Diversity
- Water Conserving Fixtures
- Parking Garage Lighting

1.2 The following Metrics are proposed for removal as they were no longer necessary (captured in another metric), difficult to verify/enforce, or industry taking different approach.

- Energy Conserving Lighting
- Proximity to School
- Tree Canopy Enhancements
- Material Reuse and recycled content
- Recycled/Reclaimed Materials
- Surface Parking

2. Metrics Proposed for Minor Revisions

Eleven (11) metrics are proposed for minor revisions, as outlined in this Section below. These metrics were updated to improve clarity of metric intent and requirements.

2.1 The following metrics proposed for minor revisions were also renamed to align more accurately with the metric intent and benefits.

- Surface Parking Footprint
- Access to Public Parks
- Greywater Reuse
- Multi-purpose Stormwater Management

ATTACHMENT 4

SUSTAINABILITY METRICS UPDATE - SUMMARY OF REVISIONS TO METRICS

2.2 Adjustments were made to the point allocations for the specific metrics listed below based on feedback, uptake, and desire to incentivize certain metrics.

- Distance to Public Transit
- Implementing Trails and Bike Paths
- Traffic Calming
- Stormwater Quality
- School Proximity to Transit Routes and Bikeways
- Intersection Density
- Passive Solar Alignment

3. Metrics Proposed for Major Revisions

Thirty (30) metrics are proposed for major revisions as outlined in this Section below. Major revisions addressed shifts in the building and development industry, and green development frameworks (e.g. LEED, LBC, etc). Major revisions also reflect past uptake by adjusting the targets and/or point allocations for metrics that had a low or high uptake. If the past uptake was high, metrics were updated with more challenging targets. If the past update was low, metrics were updated with less challenging targets.

- | | |
|---|--|
| • Buildings designed/certified under accredited 'Green' rating system | • Promote Walkable Streets |
| • Universal Design | • Pedestrian Amenities |
| • Universally Accessible Points of Entry | • Proximity to Active Transportation Network |
| • Natural Heritage System Enhancements | • Stormwater Quantity |
| • Preserve existing healthy trees | • Stormwater Quality |
| • Soil quantity and quality for new trees | • Solar Readiness |
| • Enhancing urban tree canopy and shaded walkways and sidewalks | • Dedicate Land for Private Fruit and Vegetable Garden Space |
| • Proximity to basic amenities/lifestyle amenities | • Healthy Soils |
| • Design for Life Cycle Housing | • Solid Waste |
| • Bicycle Parking | • Reduce Light Pollution |
| • Carshare & Carpool Parking | • Reduce Potable Water Use |
| • Connection to Natural Heritage | • Energy Management |
| • Cultural Heritage Conservation | • Bird Friendly Design |
| • Block Perimeter and Length | • Building Energy Efficiency and Emissions |
| | • Reduce Heat Island - Non-Roof |
| | • Reduce Heat Island - Roof |

ATTACHMENT 4

SUSTAINABILITY METRICS UPDATE - SUMMARY OF REVISIONS TO METRICS

4. New Metrics Proposed to be Added

Fourteen (14) new metrics are proposed to be added, as outlined in this Section below. The metrics listed reflect best practice in green development and/or are based on provincial, municipal, and consumer trends.

- Supporting Pollinators
- Salt Management
- Sub Metering of Thermal Energy and Water
- Innovation
- Community and Neighbourhood Scale*
- Intersection Density*

*NOTE: New to the City of Richmond Hill only.

4.1 A portion of the new metrics proposed also address the growing awareness of importance of carbon associated with building materials:

- Embodied Carbon of Building Materials - Supplementary Cementitious Materials
- Embodied Carbon of Building Materials - Life Cycle Assessments
- Embodied Carbon of Building Materials - Material Efficient Framing

Embodied carbon is the lifetime greenhouse gas emissions associated with building materials. The new proposed Embodied Carbon metrics encourage retention and reuse of building materials and reductions in greenhouse gas emissions. They are implemented by using certain building materials (e.g. Supplementary Cementitious Materials) and efficient framing (e.g. wood), and completing Lifecycle Assessment. These metrics are proposed to replace previous metrics related to recycling/reusing materials as a more current standard.

4.2 A portion of the new metrics proposed also focus on climate change adaptation: encouraging more resilient construction for extreme weather events, and/or reducing energy use.

- Back-up Power
- Extreme Wind Protection
- Controlling Solar Gain
- Providing Mixed-Use Development
- Electric Vehicle (EV) Charging Stations

The new proposed EV charging stations metric encourages use of EVs, which can help reduce GHGs and air pollution, and aims to provide charging stations to serve 10% to 50%+ of parking spaces.

Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD(S): ALL

TITLE: TOURISM VAUGHAN 2021 BUSINESS PLAN AND BUDGET

FROM:

Jim Harnum, City Manager

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

ACTION: DECISION

Purpose

On behalf of the Tourism Vaughan Corporation (TVC) Board of Directors (TVC Board), this report seeks to obtain Council ratification of the TVC's 2021 Business Plan and Budget, as approved by the TVC Board on January 27, 2021. This report also seeks to provide staff authority to apply for and receive grants for TVC in accordance with Corporate Policy 09.C.01 Grant Funding.

Report Highlights

- On January 27, 2021, the TVC Board of Directors adopted a 2021 Business Plan and Budget, subject to the approval of the Voting Member of the TVC, being Vaughan City Council.
- In accordance with the Memorandum of Agreement (MOA) between the Corporation of the City of Vaughan and the TVC, the creation and management of business plans is the responsibility of the TVC Board. As sole voting member, the MOA states that the TVC Board will obtain Council approval of the TVC Business Plan and Budget as part of the City's annual budget approval process by no later than March 31st of each year with a multi-year business plan.
- Due to the COVID-19 pandemic, the tactics of 2020 TVC Business Plan have been rolled into the 2021 Business Plan to strike balance between finalizing primitive work to establish the organization's foundation and newly added measures to support the industry during and after the pandemic.
- The MOA also requires Council approval for TVC to generate revenue from sources such as government grants presenting a challenge for staff to meet rapid COVID-19 economic recovery grant submission timelines. Aligning staff authority to apply for and receive grant funding for TVC in accordance with Corporate Policy 09.C.01 Grant Funding, will assist TVC in the provision of its mandate in accordance with the City's Grant Funding Procedures, and in collaboration with the Municipal Partnerships and Sponsorships Office.
- The 2021 TVC Business Plan is directed by the 2020-2023 Economic and Cultural Development Strategic Business Plan and the Vaughan Business Resilience Plan - an addendum to ECD's business plan as a result of the COVID-19 pandemic to build readiness, resourcefulness, and resilience into Vaughan's business community, inclusive of the tourism sector.

Recommendations

1. That the Tourism Vaughan Corporation (TVC) 2021 Business Plan and Budget be ratified, as presented in Attachment 2 of this report; and
2. That staff be authorized to apply for and receive grant funding for TVC in accordance with [Corporate Policy 09.C.01 Grant Funding](#).

Background

Tourism Vaughan Corporation (TVC), Vaughan's official destination marketing organization (DMO) with the mission to market and promote Vaughan as a destination for tourists and business travelers, has entered its second year of operations in 2021.

TVC Business Plan Requirements

On January 27, 2021, TVC hosted its first Board of Directors meeting of the year where the Board adopted a 2021 Business Plan and Budget, subject to the approval of the

Voting Member of the TVC, being Vaughan City Council. The plan and budget utilize 50% of the Tourism Promotion Share of the Vaughan Municipal Accommodation Tax (MAT) pursuant to By-law 029-2019.

On behalf of, and as approved by the TVC Board of Directors, the purpose of this report is to obtain Council approval of the TVC's 2021 Business Plan and Budget. In accordance with the Memorandum of Agreement between the Corporation of the City of Vaughan and the TVC, the creation and management of business plans are the responsibility of the TVC Board. As sole voting member, the MOA states that the TVC Board will obtain Council approval of the TVC Business Plan and Budget as part of the City's annual budget approval process by no later than March 31st of each year with a business plan.

The MOA also requires Council approval for TVC to generate revenue from sources such as government grants presenting a challenge for Staff to meet rapid COVID-19 economic recovery grant submission timelines. Aligning Staff authority to apply for and receive grant funding for TVC in accordance with Corporate Policy 09.C.01 Grant Funding, will assist TVC in the provision of its mandate in accordance with the City's Grant Funding Procedures, and in collaboration with the Municipal Partnerships and Sponsorships Office.

Impact of COVID-19 in 2020

In its first year of operations, the 2020 TVC Business Plan and Budget focused on the development of a strong strategic foundation to power the destination and new organization forward with marketing programs and services starting in 2021. The plan outlined eight key activities including development of a five-year Vaughan Destination Master Plan to ensure that TVC's investments were based on calculated and measurable strategies, formulated with and supported by the tourism industry and partners.

As a result of the COVID-19 pandemic commencing in March of 2020, only two months into Tourism Vaughan's inaugural year, TVC was forced to temporarily pause activities of the 2020 Business Plan to provide pandemic support to local industry partners and adjust to significant losses in projected revenues. This direction was approved by the TVC Board and City of Vaughan Council, via report to Council on September 22, 2020 to reflect revenue losses, reallocate funds to deliver new COVID-19 support measures, and included an alternative source of revenue from the Regional Relief and Recovery Fund (RRRF) to offset losses.

By the end of 2020, Tourism Vaughan was able to resume some work on the originating tactics of the 2020 Business Plan to establish its organizational foundation. As such, the tactics of 2020 have been rolled into the 2021 Business Plan to strike balance between

finalizing primitive work to establish the organization's foundation and newly added measures to support the industry during and after the pandemic.

COVID-19 Impact in 2021

Tourism Vaughan has entered its second year of operations during an unprecedented era for the tourism industry. The COVID-19 pandemic continues to severely impact the tourism industry with ongoing and ever-changing safety measures such as lockdowns, border closures, stay-at-home orders, travel bans, gathering limits and more. This has resulted in uncertainty within the sector and in the economy, particularly regarding recovery projections. Of most recent, experts at CBRE Hotels Research estimate that the Canadian accommodation industry will not see full recovery to 2019 performance metrics until 2023 to 2025, assuming that a vaccine is successfully rolled out and travel can resume.¹

Through these challenging times, destination marketing organizations (DMO) are faced with several challenges such as shifting travel restrictions, adverse traveler and local community sentiments, consumer shifts to digital platforms, increased business support needs, amplified local competition with the push for domestic travel, and ultimately a decreased demand for travel resulting in loss of income.

Long-established DMOs have the benefit of an existing understanding of its identity and vision as destination with existing resources, programs, KPIs and services to pivot in response to the pandemic. As a new DMO, Tourism Vaughan is presented with challenges as it does not yet have this same pre-established understanding and resources, outside of those it developed in 2020.

To best serve the tourism industry, Tourism Vaughan will achieve the activities outlined through the 2021 Business Plan through a commitment to staying informed of the current and future impacts of the COVID-19 pandemic on the tourism industry in Vaughan. On behalf of the TVC Board, Staff will report to the Council should any changes need to be made to the objectives and/or tactics of the business plan. This is in accordance with the Memorandum of Agreement between the Corporation of the City of Vaughan and the TVC (the MOA) which states that the annual budget of TVC may only be revised with the express consent of Council.

2021 Business Plan Key Activities

The 2021 Business Plan presents a theme of destination formation and transformation – a need for continual evolution to meet changing realities in the tourism industry to best support local Vaughan tourism partners and stakeholders. This is proposed through the delivery of nine key activities falling under 5 buckets of destination management:

¹ [CBRE Hotels Canada Industry Outlook - COVID-19 Impact - October 2020](#)

Destination Development

1. Support Stakeholders & Industry Resilience
2. Develop a Destination Master Plan
3. Develop a multi-year Tourism Strategic Business Plan
4. Maintain Sustainable Funding

Destination Marketing

5. Engage Consumers & Form a Market Presence

Industry Relations

6. Leverage Partnerships & Resources

Governance

7. Support the TVC Board of Directors
8. Sustain Accountability & Transparency

Research

9. Advance Destination Research

As such, the following Tourism Vaughan Business Plan for 2021 provides the groundwork to help the TVC formulate strategic decisions heading into the future and build resiliency for Vaughan's tourism industry during and post-pandemic.

Previous Reports/Authority

- [Committee of the Whole \(2\) Report - Tourism Vaughan Corporation 2020 Budget Revisions – Sept 22, 2020](#)
- [Ready, Resilient and Resourceful Committee Report – Vaughan Business Resilience Plan – June 23, 2020](#)
- [Committee of the Whole \(2\) Report – Strategic Business Plan for Economic and Cultural Development, 2020-2023 \(September 24, 2019\)](#)
- [Corporate Policy 09.C.01 Grant Funding](#)

Analysis and Options

The 2021 Business Plan and Budget supports Tourism Vaughan's mandate to:

- Develop and implement multi-year business development and marketing plans, in collaboration with industry stakeholders, that address Vaughan's goals as a tourism destination, including promotion of overnight stays in Vaughan based transient accommodations;
- Support and facilitate growth of the local tourism sector by identifying and promoting opportunities to attract strategic investments and new infrastructure that generate positive economic impacts in Vaughan;

- Conduct targeted economic and market research for the purpose of identifying growth opportunities and developing competitive strategies; and
- Facilitate marketing collaborations amongst Vaughan's tourism industry stakeholders.

Additionally, the recommendation of this report to align Staff authority to apply for grant funding for TVC with [Corporate Policy 09.C.01 Grant Funding](#), will welcome and encourage Staff to apply for grant funding to assist TVC in the provision of its mandate.

The MOA currently states that Council approval is required for TVC to generate revenue from sources such as government grants. This presents a challenge for Staff when seeking alternative sources of revenue, particularly in a COVID-19 climate with rapid grant submission timelines to support economic sustainability and recovery for the tourism industry.

The policy acknowledges that Grant funding helps sustain and deliver city programs and services in a way that is fiscally responsible. This will ensure that Staff seek alternative sources of revenue in accordance with the City's Grant Funding Procedures, and in collaboration with the Municipal Partnerships and Sponsorships Office.

Financial Impact

The expenditures to support the business plan are funded from revenues collected under the Vaughan Municipal Accommodation Tax (MAT), pursuant to applicable City By-law 029-2019 and Ontario Regulations. The 2021 operating budget seeking approval via this report sets out the expenditures for 2021.

Regulation 435/17 prescribes that municipalities without a Destination Marketing Fee, like the City of Vaughan, are required to share at least 50% of the MAT revenue, net of reasonable administration costs, to be dedicated to tourism promotion and development of tourism products by an eligible tourism entity – Tourism Vaughan.

The following revenue and expenditures statement identifies line items in support of 2021 key activities in addition to general operations. The projection outlined for 2021 Municipal Accommodation Tax Collection is based off CBRE Tourism & Leisure Group's memo Projected MAT Collection, Vaughan, 2020-2022 (Attachment 3), which outlines assumptions of:

- In 2021, market demand levels in Vaughan are expected to increase by 48% as travel resumes by mid-year;

- Market occupancy is projected to improve to 50% and average daily rate (ADR) is projected to be 10% to reach \$130; and
- Assuming a full-year MAT collection period in 2021, CBRE projects \$1,756,400 in total revenues with Tourism Vaughan's share at \$878,200.

Tourism Vaughan's 2021 expenses total \$1,283,537 and reflect introduction of new programming and marketing initiatives as originally intended for Tourism Vaughan's second year of operations, in addition to continuation of the additional staff member in 2020 to support implementation.

MAT collections in 2019 were intended to develop retained earnings to fuel the organization in product and service delivery in 2021, with foundational development prioritized in 2020. As outlined in the Business Plan, the COVID-19 pandemic and MAT suspension in 2020, resulted in a drastic reduction to anticipated revenues and shifted 2020 investments toward COVID-19 support marketing and programs. As such, with the reinvestment of \$213,371 from retained earnings to the 2021 operations, the 2021 Budget directs the majority of its investment into marketing and promotions to establish Vaughan's market presence and develop programs to support industry resiliency and recovery through the pandemic.

Marketing expenses include investment for development of a meeting planner website and subsequent meeting planner marketing campaigns, hyper-local visitor attraction campaigns, destination marketing asset development such as photography and video for both leisure and business markets, enhancements to the consumer website visitvaughan.ca and more. These campaigns will promote programs to be developed including Spousal Incentive Programs, Attractions Week, Product and Economic Development Workshops, Accommodations Incentive Program, Leisure Travel Incentive Program and visitor servicing initiatives etc.

Tourism Vaughan will continue to seek alternate sourcing of revenue in accordance with [Corporate Policy 09.C.01 Grant Funding](#), as per recommendation of this report, such as grants to offset costs wherever possible, and complete investment of the Regional Relief and Recovery Fund (RRRF) of an estimated amount of \$191,966 carried over from 2020.

Understanding that this budget outlines best scenario outcomes as per CBRE's assumptions of a stable travel market recovery in 2021, Tourism Vaughan will continue to monitor up-to-date market performance against revenues and adjust budgeted expenses accordingly, and report back to the Board for necessary approvals.

Table 1: Proposed 2021 Operating Budget – TVC

Tourism Vaughan Operating Statement		2021 Budget
<u>Revenue</u>		
Total Municipal Accommodation Tax Collection		1,756,400
TVC Portion 50% to Revenue		878,200
Regional Relief and Recovery Fund (RRRF)		191,966
TOTAL REVENUE		1,070,166
<u>Operating Expenses TVC</u>		
Labour		398,767
Programs		215,200
Transfer from COV for MAT Administration		16,192
Professional Fees		146,000
Memberships and Sponsorships		39,171
Marketing and Promotions		457,379
Other Administration Costs		10,828
Total Expenses		1,283,537
Net (Loss)		(213,371)
Tourism Vaughan Retained Earnings Statement		
Estimated opening balance in retained earnings		998,830
Less: TVC Net (Loss)		(213,371)
Estimated Total Retained Earnings		785,459

Broader Regional Impacts/Considerations

To ensure strategic alignment and a regional approach to tourism, the 2021 TVC Business Plan was developed in consultation with the 2021 strategies of local partners such as Central Counties Tourism (Regional Tourism Organization 6), York Region Arts Council, and provincial and national tourism organizations such as Destination Ontario and Destination Canada.

Copies of this report will be circulated to the Vaughan Chamber of Commerce, industry stakeholders including hotels, motels, short term rentals, attractions, festival and events, and the Central Counties Regional Tourism Organization (RTO6) for their information.

Additionally, as a City-owned corporation, the TVC is supported by city staff that operate within the City of Vaughan's Economic & Cultural Development (ECD) Department. As

such, the work of staff supporting the TVC is also directed by the 2020-2023 ECD Strategic Business Plan and the Vaughan Business Resilience Plan - an addendum to ECD's existing business plan as a result of the COVID-19 pandemic to build readiness, resourcefulness, and resilience into Vaughan's business community, inclusive of the tourism sector.

Conclusion

As the sole voting member of the new Tourism Vaughan Corporation, Council has the responsibility to approve the corporation's business plan and budget, as discussed in this report.

With approval of the recommendations in this report, Council will continue to support the establishment of a sound foundation for the 2021 strategic objectives and financial plan of TVC in its second year of operations.

For more information, Ashley Travassos, Manager of Tourism, Arts and Cultural Development / Executive Director, Tourism Vaughan Corporation, ext. 8472

Attachments

1. Memorandum of Agreement – The Corporation of the City of Vaughan and Tourism Vaughan Corporation – Jan 13, 2020.
2. Tourism Vaughan Corporation 2021 Business Plan and Budget.
3. MEMO: Projected MAT Collection, Vaughan, 2020-2022, CBRE Tourism & Leisure Group.

Prepared by

Ashley Travassos, Manager of Tourism, Arts and Cultural Development / Executive Director, Tourism Vaughan Corporation, ext. 8472

Lisa Marie Russo, Manager, Financial Planning and Development Finance, ext.8438

Approved by



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

Reviewed by



Jim Harnum, City Manager

THIS MEMORANDUM OF AGREEMENT made as of the 13th day of January, 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

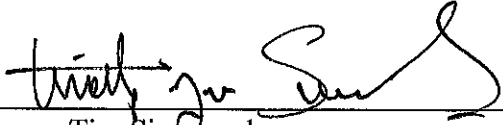
10.15 Furthermore, the wholly-owned Corporation is deemed to be an institution for the purposes of the *Municipal Freedom of Information and Protection of Privacy Act*.

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: Tim Simmonds


Position: Director


Name: Michael Coroneos

Position: Director

We have the authority to bind the Corporation

**THE CORPORATION OF THE CITY OF
VAUGHAN**


Hon. Maurizio Bevilacqua, Mayor


Todd Coles, City Clerk

CITY OF VAUGHAN	
APPROVED BY COUNCIL	
DATE	<u>OCT. 2, 2019</u>
BY-LAW	<u> </u>
ITEM	<u>CW RPT. 27 (2)</u>
INITIAL	<u>JK</u>

Business Plan 2021



TOURISM
vaughan

Table of Contents

Executive Summary	3
Preface	3
Continuing foundational work of 2020	3
2021 - a year of destination evolution and resilience	4
Organizational Structure	6
Mission Statement.....	6
Objectives.....	7
2021 Key Activities	8
Destination Development	8
1. Support Stakeholders & Industry Resilience.....	8
2. Develop a Destination Master Plan.....	8
3. Develop a multi-year Tourism Strategic Business Plan.....	8
4. Maintain Sustainable Funding.....	9
Destination Marketing	9
5. Engage Consumers & Form a Market Presence	9
Industry Relations	10
6. Leverage Partnerships & Resources	10
Governance.....	10
7. Support The TVC Board of Directors	10
8. Sustain Accountability & Transparency	10
Research	11
9. Advance Destination Research.....	11
2021 Revenue and Expenditures.....	12
2022 Operating Budget	13

Attachment 1 – City of Vaughan's Economic and Cultural Development Business Plan 2020-2023

Attachment 2 – Tourism Vaughan Interim Meetings and Events Strategy

Attachment 3 – MEMO: Projected MAT Collection, Vaughan, 2020-2022, CBRE Tourism & Leisure Group

Executive Summary

PREFACE

The 2021 Tourism Vaughan Corporation (TVC / Tourism Vaughan) Business Plan was prepared in accordance with the TVC By-law No.1. To ensure strategic alignment and a regional approach to tourism, this plan was developed in consultation with the 2021 strategies of local partners such as Central Counties Tourism (Regional Tourism Organization 6), York Region Arts Council, and provincial and national tourism organizations such as Destination Ontario and Destination Canada. To best serve the tourism industry, Tourism Vaughan will achieve the activities outlined through this plan through a commitment to staying informed of the current and future impacts of the COVID-19 pandemic on the tourism industry in Vaughan. Staff will report to the Board should any changes need to be made to the objectives and/or tactics of this business plan.

Municipal Support & Planning

As a City-owned corporation, the TVC is supported by city staff that operate within the City of Vaughan's Economic & Cultural Development (ECD) Department. As such, the work of staff supporting the TVC is also directed by the 2020-2023 ECD Strategic Business Plan (Attachment 1).

As a result of the COVID-19 pandemic, an addendum to ECD's existing business plan was introduced through the [Vaughan Business Resilience Plan](#) to build readiness, resourcefulness, and resilience into Vaughan's business community, inclusive of the tourism sector. This 2021 Tourism Vaughan Business Plan was developed in accordance with these plans.

CONTINUING FOUNDATIONAL WORK OF 2020

Tourism Vaughan began operations on January 1, 2020. In its inaugural year, Tourism Vaughan established a business plan and budget for 2020 focused on the development of a strong strategic foundation in 2020 to power the destination and new organization forward with programs and services starting in 2021. The plan outlined eight key activities including development of a five-year Vaughan Destination Master Plan to ensure that TVC's investments were based on calculated and measurable strategies, formulated with and supported by the tourism industry and partners.

As a result of the COVID-19 pandemic commencing in March of 2020, only two months into Tourism Vaughan's inaugural year, TVC was forced to temporarily pause activities of the 2020 Business Plan to provide pandemic support to local industry partners.

Tourism Vaughan demonstrated swift resilience throughout the pandemic in 2020 and pivoted to deliver new products and services in consultation and collaboration with local industry stakeholders, and tourism partners such as CCT, Culinary Tourism Alliance, Experience York Region and Tourism Industry Association of Ontario.

Additionally, the City of Vaughan supported the local accommodations industry through business advisory services and the suspension of the Municipal Accommodation Tax, Tourism Vaughan's sole source of revenue, from March 17 until September 1, 2020. Due to the suspension and decreased demand for travel, 2020 revenue loss for Tourism Vaughan was estimated at nearly \$1.3 million. Accordingly, with approval of the TVC Board and City of Vaughan Council, [revisions to the TVC 2020 Budget and Business Plan](#) were made to reflect revenue losses, reallocate funds to deliver new COVID-19 support measures, and included an alternative source of revenue from the Regional Relief and Recovery Fund (RRRF) to offset losses.

Thus, in 2020 Tourism Vaughan delivered several newly added initiatives such as: a brand-new consumer webpage; a B2B industry newsletter; an interim corporate meetings and events strategy to attract future bookings (Attachment 2); a culinary tourism campaign; an accommodations incentive campaign; connections to resources such as PPE and local charities; launched social media channels; and adopted the #SafeTravels stamp through destination-wide certification and development of a #SafeTravels Vaughan Business Toolkit.

By the end of 2020, Tourism Vaughan was able to resume some work on the originating tactics of the 2020 Business Plan to establish its organizational foundation. As such, the tactics of 2020 have been rolled into the 2021 Business Plan to strike balance between finalizing primitive work to establish the organization's foundation and newly added measures to support the industry during and after the pandemic.

2021 - A YEAR OF DESTINATION EVOLUTION AND RESILIENCE

Tourism Vaughan has entered its second year of operations during an unprecedented era for the tourism industry. The COVID-19 pandemic continues to severely impact the tourism industry with ongoing and ever-changing safety measures such as lockdowns, border closures, stay-at-home orders, travel bans, gathering limits and more. This has resulted in uncertainty within the sector and in the economy, particularly regarding recovery projections. Of most recent, experts at CBRE Hotels Research estimate that the Canadian accommodation industry will not see full recovery to 2019 performance metrics until 2023 to 2025, assuming that a vaccine is successfully rolled out and travel can resume.¹

Through these challenging times, destination marketing organizations (DMO) are faced with several challenges such as shifting travel restrictions, adverse traveler and local community sentiments, consumer shifts to digital platforms, increased business support needs, amplified local competition with the push for domestic travel, and ultimately a decreased demand for travel resulting in loss of income.

¹ [CBRE Hotels Canada Industry Outlook - COVID-19 Impact - October 2020](#)

Long-established DMOs have the benefit of an existing understanding of its identity and vision as destination with existing resources, programs, KPIs and services to pivot in response to the pandemic. As a new DMO, Tourism Vaughan is presented with challenges as it does not yet have this same pre-established understanding and resources, outside of those it developed in 2020.

This 2021 Business Plan is a continuation of the 2020 Business Plan to settle its foundation, with a transformational lens on how to best support the local industry now and in a post-pandemic-world.

Now more so than ever, it's essential for TVC to gain an understanding of Vaughan's identity as a destination and maintain an understanding of how travel is thought of and perceived throughout the pandemic. Through strong industry engagement and research, Tourism Vaughan must continually validate its messaging, strategies and tactics throughout 2021 against how travelers, residents, event planners etc. perceive Vaughan as a destination and gauge their overall mood toward travel in general. With this approach, TVC can make timely and knowledgeable decisions to ensure a safety-centric approach to destination marketing resulting in optimal tourism investment and support for the local stakeholders.

The 2021 Business Plan presents a theme of destination formation and transformation – a need for continual evolution to meet changing realities in the tourism industry to best support local Vaughan tourism partners and stakeholders.

This is proposed through the delivery of nine key activities:

Destination Development

1. Support Stakeholders & Industry Resilience
2. Develop a Destination Master Plan
3. Develop a multi-year Tourism Strategic Business Plan
4. Maintain Sustainable Funding

Destination Marketing

5. Engage Consumers & Form a Market Presence

Industry Relations

6. Leverage Partnerships & Resources

Governance

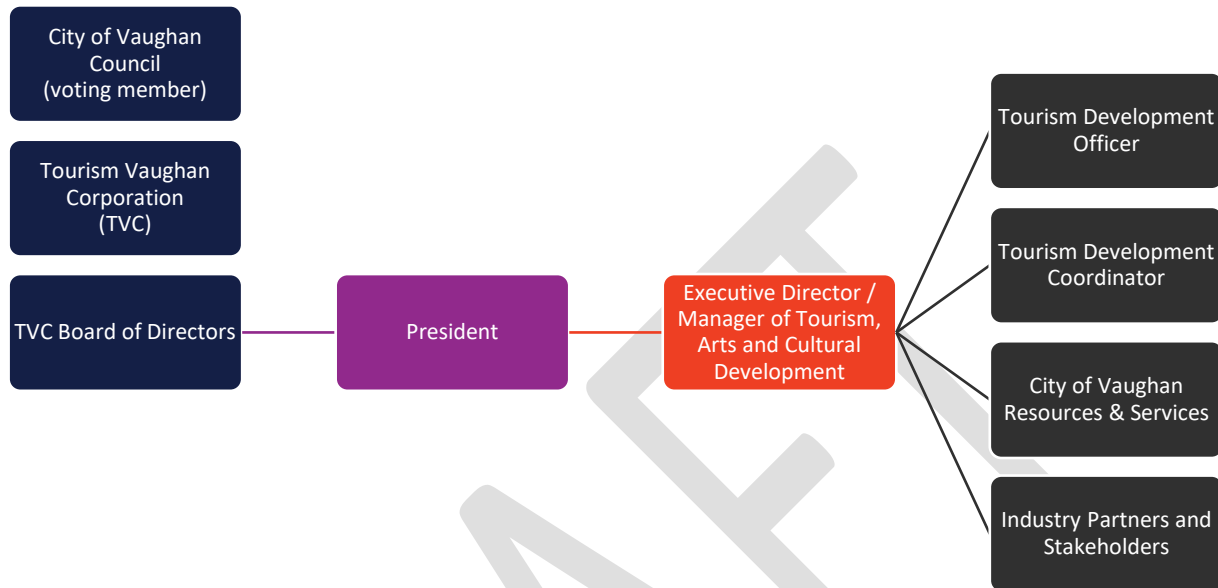
7. Support the TVC Board of Directors
8. Sustain Accountability & Transparency

Research

9. Advance Destination Research

Through these nine activities, Tourism Vaughan will build resiliency for Vaughan's tourism industry during and post-pandemic, while establishing itself as a destination organization of the future.

Organizational Structure



Mission Statement

The mission statement of the Tourism Vaughan Corporation is to market and promote Vaughan as a tourism destination for tourists, visitors, and business travelers attending overnight and multi-day events including meetings and conferences, festivals, sporting and celebration events, business and leisure travel. With support from the hotel industry and short-term rental accommodation providers, tourism operators, meeting and planning industry, festival organizers, sports groups, entertainment, food, and retail establishments, community service organizations, and the City of Vaughan's Economic and Cultural Development Department, the Corporation will research, develop and implement destination marketing and promotional programming to grow Vaughan's tourism industry.

Objectives

As stated in the articles of incorporation (Letters Patent) of Tourism Vaughan Corporation (TVC), the following objectives of TVC guide our investments and partnerships:

1. To promote tourism in The Corporation of the City of Vaughan;
2. To promote Vaughan for the purposes of attracting tourists and visitors;
3. To collect and disseminate information, including to conduct targeted market research for the purpose of identifying tourism and business travel opportunities in Vaughan;
4. To develop tourism promotion and business development strategic plans, including to develop multi-year marketing plans and strategies that address Vaughan strategic goals for a robust tourism and business destination;
5. To provide facilities for amusement or for conventions and visitors' bureaus, including to support and facilitate the growth and development of local tourism by identifying and promoting opportunities for new tourism related infrastructure and services (including attractions, public transit, information kiosks, community hubs, festivals and special events, conventions etc.) that will generate positive economic growth in Vaughan; and
6. 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 facilities a high-level collaboration amongst Vaughan's tourism industry, business organizations and Vaughan;

And other such complementary purposed not inconsistent with these objects.

These objectives will continue to be delivered by Tourism Vaughan in 2021 through the scope of the recent COVID-19 pandemic and resulting impacts and considerations for the tourism industry.

2021 Key Activities

DESTINATION DEVELOPMENT

1. SUPPORT STAKEHOLDERS & INDUSTRY RESILIENCE

Timeline: Ongoing

- I. With government partners, assess, report on, and implement wherever possible available municipal financial tools to support tourism business.
- II. Prepare emergency regulatory, program, and marketing packages to quickly support the tourism industry in future crises.
- III. Provide the tourism business community with the most up-to-date, relevant, and reliable information possible concerning the pandemic and the economy.
- IV. Help the tourism business community navigate the various programs provided and decisions taken by other levels of government and business support agencies.
- V. Transform core business offerings to increase resilience as needed, such as business development seminars to educate stakeholders on topics such as product development or marketing strategies.

2. DEVELOP A DESTINATION MASTER PLAN

Timeline: Q3 2021

- I. Develop a multi-year Destination Master Plan through robust destination research and analysis in collaboration with TVC Board, TVC and City of Vaughan staff, and industry.
- II. Establish Vaughan's long-term destination strategy for the next 5 years through identification of its unique selling propositions, current and developing tourism assets, visitor segments and profiles and more, ensuring tourism growth and sustainability through partnerships and strong leadership.
- III. Engage in a comprehensive public engagement strategy to obtain input from a variety of sources at a variety of times during the study process to ensure the needs and priorities of all stakeholders in Vaughan's tourism industry, inclusive of residents and visitors, are considered, and that collective support for the plan upon its completion is achieved.

3. DEVELOP A MULTI-YEAR TOURISM STRATEGIC BUSINESS PLAN

Timeline: Q1 2022

- I. Develop a multi-year Tourism Strategic Business Plan that sets out a detailed road map to achieve business objectives in support of the Destination Master Plan.
- II. This tactical plan will contain a 3-year action plan for 2022-2025 that outlines measurable achievable organizational strategies and tactics to establish the destinations programs and services.

4. MAINTAIN SUSTAINABLE FUNDING

Timeline: Q4 2021

- I. Through the City of Vaughan, maintain the new Municipal Accommodation Tax as a sustainable funding source for Tourism Business Development, Marketing and Infrastructure, in accordance with the COVID-19 pandemic.
- II. Through the City of Vaughan, continue to enact a Municipal Accommodation Tax on the sale of Short-Term Rental Accommodation(s) within the City of Vaughan, in accordance with the COVID-19 pandemic.
- III. Identify possible alternative sources of revenue such as grants and funds that are in alignment with the objectives and key activities of the organization.

DESTINATION MARKETING

5. ENGAGE CONSUMERS & FORM A MARKET PRESENCE

Timeline: Ongoing

Based on travel sentiment research and in accordance with public health measures:

- I. Partner with regional, provincial and federal tourism marketing groups to increase consumer confidence through promotion of Vaughan as a safe destination for domestic leisure and business travel, staycations and industry investment.
- II. Connect with the local community to welcome nearby visitors, support local and engage as brand ambassadors to share their love of Vaughan experiences within their own networks.
- III. Through the Interim Tourism Vaughan Meetings and Events Strategy (Attachment 2), engage with Vaughan's tourism sector to attract and host safe meetings and conventions, multi-day cultural festivals, and sports events in a post-COVID context.
- IV. Develop destination marketing channels to engage with consumers through messaging aligned with tactics of this business plan.
- V. Build a destination marketing asset inventory through user generated content and staged content, inclusive of pre-trip, out-of-market and in-market visitor information.
- VI. Invest in new offerings to attract new audiences, seek out higher value visitors, explore new markets to grow tourism expenditures and expand impact within existing markets.

INDUSTRY RELATIONS

6. LEVERAGE PARTNERSHIPS & RESOURCES

Timeline: 2021-2022

- I. Understand the impact of COVID-19 on Vaughan's tourism economy through formal stakeholder engagement via existing partnerships and boards to identify partnership opportunities to strengthen the tourism sector.
- II. Continue to identify, collaborate and consult with key partners and resources such as industry associations and organizations that align with (1) existing objectives of the TVC, and/or (2) forthcoming objectives as identified through the Master Plan development process.
- III. Broaden partnerships with local DMOs, municipalities, RTOs to strengthen the regional approach to tourism.

GOVERNANCE

7. SUPPORT THE TVC BOARD OF DIRECTORS

Timeline: Q4 2021

- I. Host regular meetings of the TVC Board of Directors to guide and ensure implementation of the 2021 Business Plan's key activities and delivery of the corporation's mandate.
- II. Sustain staff resources to support and implement key activities of this plan on behalf of the Board.
- III. Complete a Governance Review, pursuant to the motion passed by the TVC Board on February 24, 2020, directing TVC and City staff to initiate a review and report recommendations back to the Voting Member (City Council). The purpose of the review is to fill the vacancy of TVC Chair and President., reexamine its membership structure, by-laws, board composition, governance approach or model, and organizational policies to ensure that goals of good governance and accountability to stakeholders are met.
- IV. Sustain industry stakeholder consultation and engagement in all initiatives brought forward to the Board to provide the Board with industry guidance and expertise. Upon completion of the governance review, the resumed implementation of a tourism advisory committee, paused in 2020 due to the governance review, will be considered if deemed necessary based on results of the review.

8. SUSTAIN ACCOUNTABILITY & TRANSPARENCY

Timeline: Q4 2021

- I. Ensure that the TVC and its Board operates in an open and transparent manner and that it is accountable and through accessible channels of communication and consultation to engage effectively with its stakeholders.
- II. Continue to maintain and enhance two-way communication activities and channels to ensure stakeholder engagement and maintain transparency on the status of key activities of the corporation.

RESEARCH

9. ADVANCE DESTINATION RESEARCH

Timeline: Ongoing

- I. Create high-value collaboration opportunities with destination stakeholders, particularly CCT, to develop destination data management and analytic capabilities. The purpose of this is to establish baseline metrics to be able to consistently measure and evaluate the outcomes and outputs of strategies and activities and guide future planning.
- II. Continue to analyze the Municipal Accommodation Tax remittance data to monitor the performance and status of the accommodations industry, and available revenue to fund tactics of the 2021 Business Plan.
- III. Obtain real-time sentiment research to understand target markets and adapt to the changing attitudes to travel throughout the pandemic.

2021 Revenue and Expenditures

The following revenue and expenditures statement identifies line items in support of 2021 key activities in addition to general operations. The projection outlined for 2021 Municipal Accommodation Tax Collection is based off CBRE Tourism & Leisure Group's memo *Projected MAT Collection, Vaughan, 2020-2022* (Attachment 3), which outlines assumptions of:

- In 2021, market demand levels in Vaughan are expected to increase by 48% as travel resumes by mid-year;
- Market occupancy is projected to improve to 50% and average daily rate (ADR) growth is projected to be 10% to reach \$130; and
- Assuming a full-year MAT collection period in 2021, CBRE projects \$1,756,400 in total revenues with Tourism Vaughan's share at \$878,200.

Tourism Vaughan's 2021 expenses total \$1,283,537 and reflect introduction of new programming and marketing initiatives as originally intended for Tourism Vaughan's second year of operations, in addition to continuation of the additional staff member in 2020 to support implementation.

MAT collections in 2019 were intended to develop retained earnings to fuel the organization in product and service delivery in 2021, with foundational development prioritized in 2020. As outlined in the executive summary, the COVID-19 pandemic and MAT suspension in 2020, resulted in a drastic reduction to anticipated revenues and shifted 2020 investments toward COVID-19 support marketing and programs. As such, with the reinvestment of \$213,371 from retained earnings to the 2021 operations, the 2021 Budget presents majority of its investment into marketing and promotions to establish Vaughan's market presence and develop programs to support industry resiliency and recovery through the pandemic.

Lastly, Tourism Vaughan will continue to seek alternative sourcing of revenue such as grants to offset costs wherever possible, and complete investment of the Regional Relief and Recovery Fund (RRRF) amount of \$191,966 carried over from 2020.

Tourism Vaughan Operating Statement		2021 Budget
Revenue		
Total Municipal Accommodation Tax Collection		1,756,400
TVC Portion 50% to Revenue		878,200
Regional Relief and Recovery Fund (RRRF)		191,966
TOTAL REVENUE		1,070,166
Operating Expenses TVC		
Labour		398,767
Programs		215,200
Transfer from COV for MAT Administration		16,192
Professional Fees		146,000
Memberships and Sponsorships		39,171
Marketing and Promotions		457,379
Other Administration Costs		10,828
Total Expenses		1,283,537
Net (Loss)		(213,371)
Tourism Vaughan Retained Earnings Statement		
Estimated opening balance in retained earnings		998,830
Less: TVC Net (Loss)		(213,371)
Estimated Total Retained Earnings		785,459

NOTE: Office Space, Meeting Rooms, Common Area Services, Reception, Clerical and Administrative Assistant Services, Utilities, Maintenance, Taxes, Royalty Free Usage of IP, IT Equipment and Support, HR Administration, MARCOM and Media Services, Economic Development Support Services, and other incidental municipal services are provided at no cost to the TVC.

LINE ITEM DETAILS:

- **Total Municipal Accommodation Tax Collection** –based off CBRE Tourism & Leisure Group's memo *Projected MAT Collection, Vaughan, 2020-2022* (Attachment 3)
- **Programs** –Tourism Meetings and Events Strategy, Spousal Incentive Programs, Product and Economic Development Workshops, Accommodations Incentive Program, Leisure Travel Incentive Program.
- **Professional fees** - development of a Destination Master Plan, Strategic Business Plan, and Destination Research and Data development and acquisition.
- **Marketing and Promotions** –Meeting Planner Website, Destination Video for leisure and business markets, hyper-local campaigns, accommodations incentive program, consumer website enhancement etc.
- **Net Income/ (Loss)** – Prudent expenditures in 2019 resulted in a significant net income, which were taken into TVC's retained earnings for Fiscal 2019. Due to the pandemic, TVC is projecting a net loss in 2021 requiring use of TVC retained earnings to subsidize operations.
- **Estimated Total Retained Earnings** – Following investment of a portion of retained earnings in 2021, remaining funds will set the stage for a full year of programming in 2022 through recommendations identified in the Destination Master Plan. Retained earnings are marked as estimate as 2020 financials are being finalized and may fluctuate.

2022 Operating Budget

The following 2022 Operating Budget is a top line estimate using CBRE Tourism & Leisure Group's memo *Projected MAT Collection, Vaughan, 2020-2022* (Attachment 3). Operating expenses will be detailed following the development and approval of the multi-year Destination Master Plan and Strategic Business Plan.

Tourism Vaughan Operating Statement		2022 Budget
Revenue		
Total Municipal Accommodation Tax Collection		2,336,000
TVC Portion 50%		1,168,000
Operating Expenses		1,300,000
Total Expenses		1,300,000
Net (Loss)		(132,000)
Tourism Vaughan Retained Earnings Statement		
Estimated Opening Balance in Retained Earnings		785,459
Less: TVC Net (Loss)		(132,000)
Estimated Total Retained Earnings		653,459

ECONOMIC AND CULTURAL DEVELOPMENT DEPARTMENT

STRATEGIC BUSINESS PLAN 2020-2023

Table of Contents

The Team	3
Mission & Vision, ECD Service Mandate.....	4
Executive Summary	5
Objective #1	7
Program Area 1.1 Promote Vaughan’s Advantages, Strategic Projects, Market Opportunities, and Local Businesses in Targeted Global Centres (International Business Development)	8
Program Area 1.2 Promote the Development of Vaughan’s Industrial Sectors and Business Parks	9
Program Area 1.3 Increase Vaughan’s Brand Recognition as the Place to Be (to Think, Start-up, Invest and Visit).....	10
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	11
Program Area 1.5 Develop Vaughan as an Entrepreneurial, Small Business and Innovation Hub	12
Objective #2	14
Program Area 2.1 Advance Smart City and Technology-led Economic Development Opportunities.....	15
Program Area 2.2 Invest in the Tourism and Accommodation Industry	16
Program Area 2.3 Generate Alternative Revenue Sources through City-wide Sponsorship, Advertising and Grants	17
Program Area 2.4 Develop the Vaughan Healthcare Centre Precinct.....	18
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.....	19
Objective #3	20
Program Area 3.1 Develop Creative and Cultural Amenities and Nurture Community Engagement.....	21
Program Area 3.2 Increase Public Art Awareness and Develop Community Public Art Place-making	22
Objective #4	23
Program Area 4.1 Demonstrate Good Governance	24
Program Area 4.2 Operational Performance.....	24
Program Area 4.3 Achieve Positive Customer Experience	24
Program Area 4.4 Staff Engagement	25
References	26

The Team



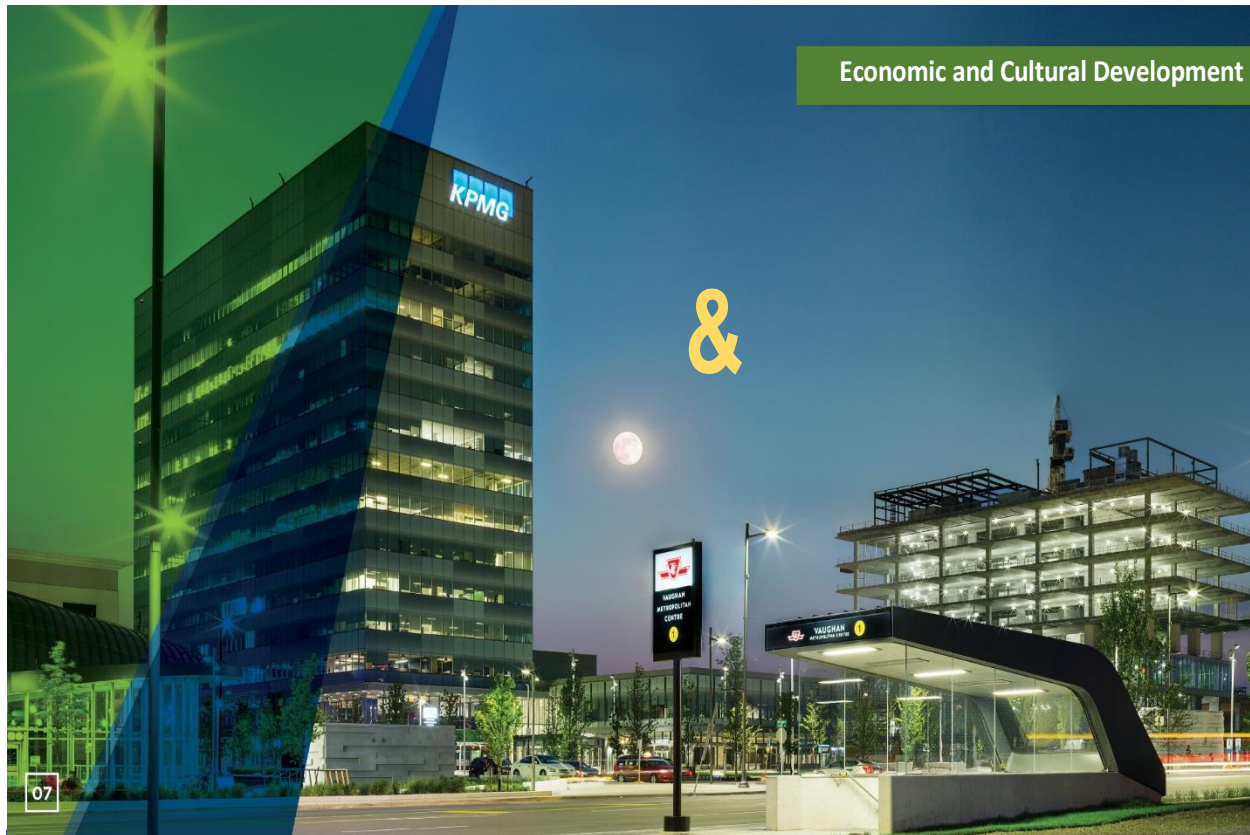
Department Overview

Economic and
Cultural Development

Municipal Partnerships

Vaughan Business
Enterprise Centre





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.

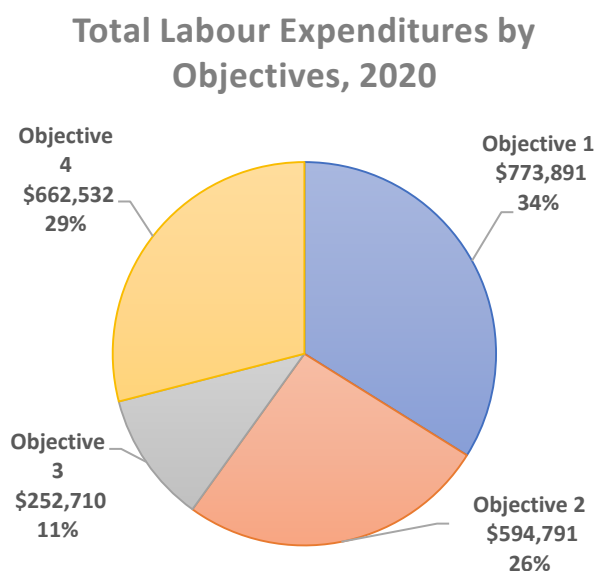
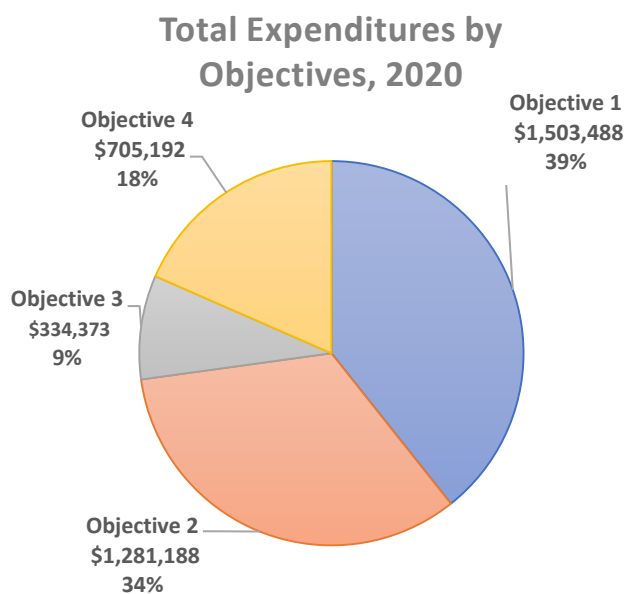
DESIRED OUTCOMES

- 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

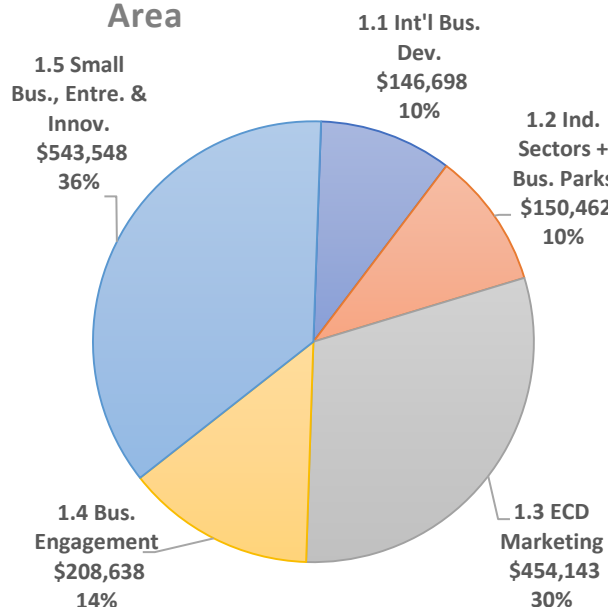
- 1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses to targeted global centers (International Business Development).
- 1.2 Promote the development of Vaughan's industrial sectors and business parks.
- 1.3 Increase Vaughan's brand recognition as the Place 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

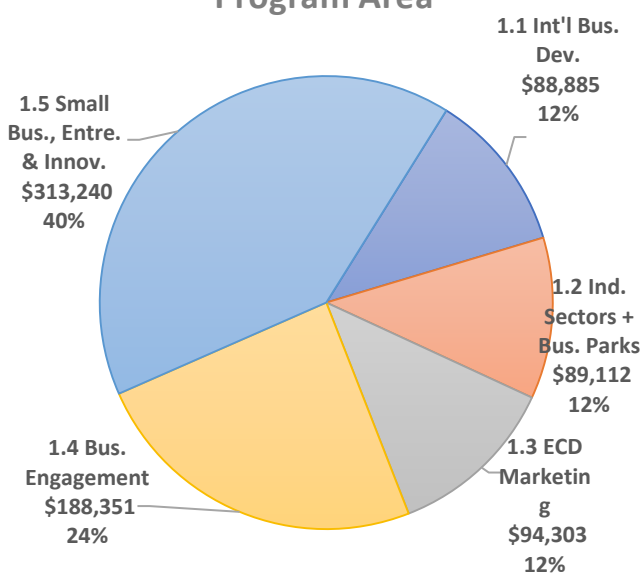
Total Expenditure: \$1,500,488

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.

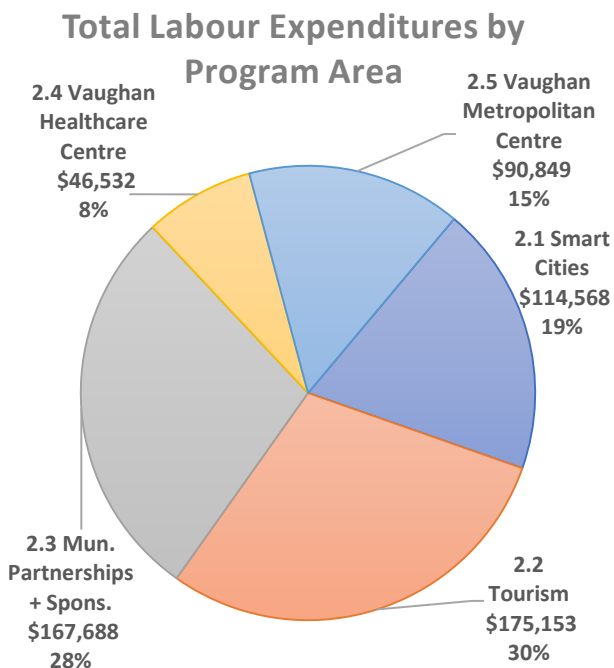
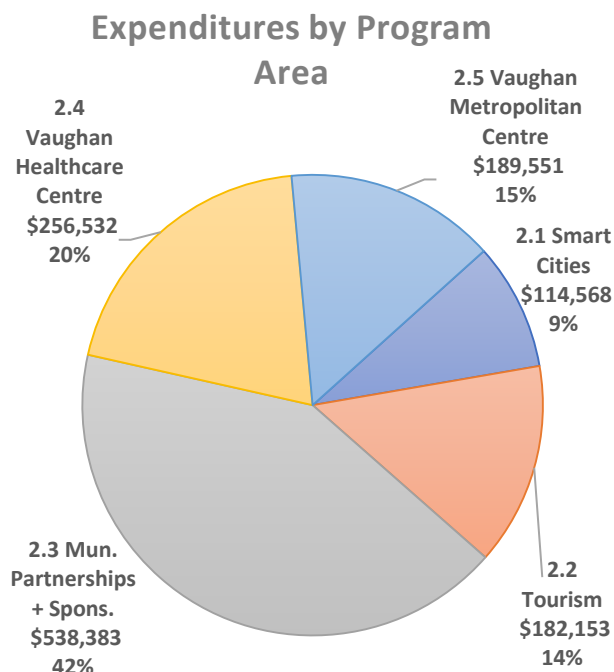
Program Areas

- 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)	\$46,532 \$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

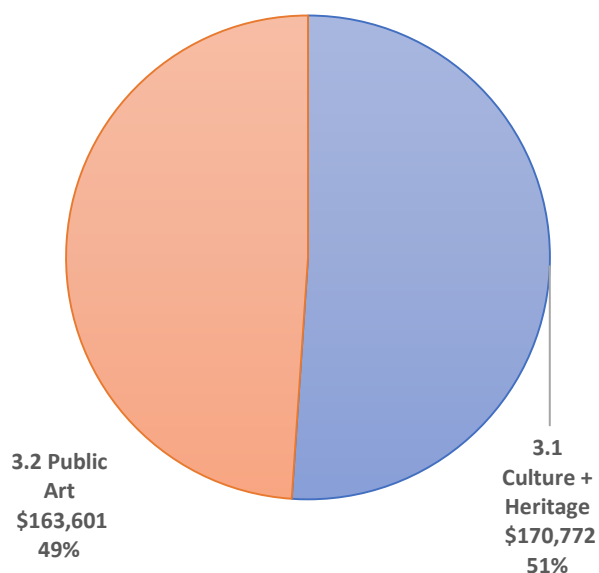
- 3.1 Develop creative and cultural amenities and nurture community engagement.
- 3.2 Increase public art awareness and develop community public art place-making.

Financial Summary

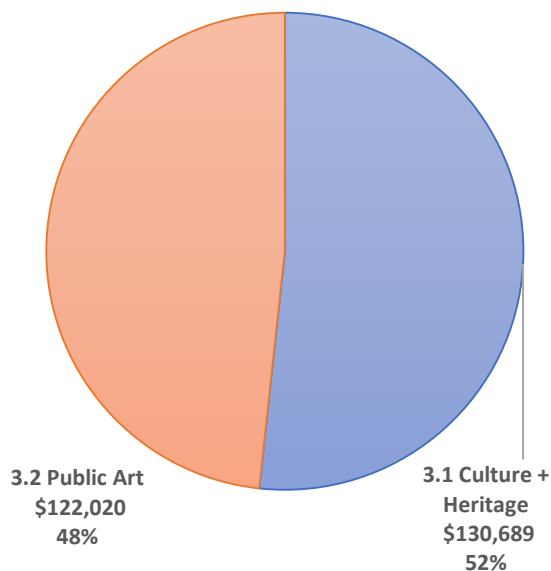
Total Expenditures: **\$334,373**

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*.

Interim Meetings and Events Recovery Strategy

*Implementation Suggestions
and Requirements*

June 23, 2020



TOURISM
vaughan

Contents

Background.....	3
Purpose	3
Who We Are	4
Partners	4
Who We Work With.....	4
Who We Support.....	4
Defining Events.....	5
Festivals and Events	5
Business Events.....	6
Benefits of Events	7
Services	8
Key Performance Indicators	9
Recommendations	9
Memberships.....	9
Networking Events.....	10
Conferences and Tradeshows for 2020 / 2021	11
Sponsorships.....	12
Volunteer	12
Marketing	13
Advertising	13
Promotional Materials	13
Social Media	14
Destination Video.....	14
Website.....	14
Templates	14
Familiarization Tour	16
Sales Mission	16
Incentive Programs.....	16
Participation Fee	18
Monitoring and Evaluating.....	18
Timeline	18
2020 Budget / 2021 FORECAST	19
2020 Budget Summary & 2021 Forecast Budget Summary.....	21
Final comments	21

Background

As the City of Vaughan, along with the rest of the world, succumbed to the impacts of the COVID-19 pandemic, it was mandated that many tourism businesses close, only essential travel be permitted and only gatherings of 5 people or less from the same household gather. As a direct result, business meetings and festivals and events were cancelled or postponed to 2021 or later. From accommodations facilities, restaurants, banquet halls, attractions and everything in between – event venues and event planners of all types lost revenue sources for their meetings and events businesses, were unable to maintain staffing levels leading to layoffs, and in some cases experienced business closures.

To aid in the recovery of Vaughan’s tourism businesses supported through the events industry, Tourism Vaughan, the city’s destination marketing organization (DMO), inclusive of the City’s Tourism, Arts and Culture unit, is unveiling this Interim Meetings and Events Recovery Strategy.

It is important to note that prior to the onset of COVID-19, Tourism Vaughan was working towards the development of a Vaughan Destination Master Plan estimated to be finalized by the end of first quarter 2021. The plan will provide a fulsome assessment of Vaughan’s role and future viability within various industry sectors including events within a three- and five-year scope.

Thus, this document serves as an interim guide to ensure Tourism Vaughan is meeting the immediate needs of its partners to support industry recovery as a result of COVID-19, ahead of the master plan’s completion. All measures and initiatives currently suggested and implemented will be included as supplementary information to guide the Master Plan and may be subject to change as suggested by the pending plan.

Purpose

The purpose of this Interim Meetings and Events Strategy is to meet the request that partners of Tourism Vaughan have expressed during the COVID-19 pandemic for Tourism Vaughan to support and collaborate with partners to recuperate, maintain and grow meetings and events within the City by marketing Vaughan as a destination host city with an expected outcome of event lead generation. This positions Vaughan to benefit from increased economic activity resulting from hosting events such as business meetings, sporting and other types of events.

Who We Are

Tourism Vaughan is the newly established official DMO for the City of Vaughan, operating inclusively of the City's Tourism, Arts and Culture Unit (TAC) within the Economic and Cultural Development Department (ECD). This integral connection ensures that support provided by Tourism Vaughan and ECD are synergistically aimed at supporting the tourism industry through economic prosperity and cultural placemaking.

For years, staff supporting Culture development been working with local and external event professionals to attract and host large-scale events in Vaughan such as Hometown Hockey, Pizza Fest, 90's Nostalgia, Vaughan International Film Festival and many more. Of most recent, these groups have been working with TAC to pivot their event models as a result of COVID-19.

The newly introduced staff of Tourism Vaughan will further the City's support for events by providing support for business events partners and their businesses by implementing destination marketing initiatives to bring visibility within a variety of market segments.

Partners

Who We Work With

This strategy is developed with the support of the following industry partners:

1. **Central Counties Tourism (CCT)** - the regional tourism organization for Tourism Vaughan. CCT works to promote 3 distinct regions, including York Region, to meeting and event planners. They work in three segments: (1) Meetings and Events, (2) Sports Tourism, and (3) Travel Trade. CCT helps event planners with site selection, bid processing, hotel accommodation and convention site bookings, and fun time and activities. CCT and Tourism Vaughan will partner on the delivery of this strategy to streamline resources and enhance service delivery.
2. **Industry Advisory Group** – a group of Vaughan industry/stakeholder partner representatives from key tourism sectors. The purpose of the group is to provide input, review and comment on project deliverables and support delivery of the approved plan. This is one of 4-project-specific industry advisory groups formed from industry feedback on recovery tactics as a result of the COVID-19 pandemic. The work of this plan will be integrated into the other 3 groups which include marketing, safety + cleanliness and the Vaughan Destination Master Plan.

Who We Support

Through this strategy, Tourism Vaughan supports partners as tourism organizations that provide accommodations, attractions and services that meets the needs of clients who want those services when bringing their events to Vaughan. Tourism Vaughan will work diligently in our marketing efforts to generate leads for our partners.

Defining Events

For the purposes of this strategy, the two event segments for which this interim plan supports are defined as:

Festivals and Events

Festivals and events contribute to the quality of life across the City of Vaughan and strengthening communities, provide unique activities and events, build awareness of diverse cultures and identities, and act as a source of community pride. Community events and festivals can attract tourists and visitors at regional, national and international level as well as help to capture attention and promote attractions and infrastructures. Community events, festivals and venues create jobs and brings new business, support local businesses and attract visitors to those who offer a wide range of products and services.

Festival and events include:

- National cultural events
- Citywide cultural performances
- Film festivals and heritage events
- Creative industry Fam tours

Partners include:

- Local community service organizations
- External event/festival organizers
- Local cultural attractions
- National cultural and creative industries
- Venue owners and operators

Business Events

Business events such as conferences, meetings, tradeshow contribute and impact the tourism economy in various ways such as direct impacts, indirect impacts and induced impacts. Direct impacts include direct spending and jobs that are involved from planning to producing and executing the business events, spending for delegates to travel to the business event and other related spending. Indirect impacts or supply chain impacts includes facilities that are used to host business events where inputs such as energy and food are required. Other specialized businesses and services providers impacted are marketing, equipment such as audio visual, cleaning, technology, accounting, legal and financial services. Examples of induced impacts include employees spending their wages and salaries in the broader economy like rent, transportation, food and beverage and entertainment.

Taking all impacts into consideration, this interim plan includes a focus on business events. The goal is to generate visitors (delegates), visitor (delegate) spending and economic impact for the City of Vaughan by booking events at the destination's hotels and meetings facilities. To further breakdown this sector, the target market segments for Tourism Vaughan include:

- Corporate
- Non-Profit organizations/associations
 - Conferences
 - Tradeshow/Exhibits
 - Board Meetings
 - Other (golf tournaments)
- Local meetings
- Sports
 - Sporting events (e.g. tournaments)
- SMERF – social, military, education, religious, fraternal

NOTE: these target markets may be adjusted upon consultation with partners to gain an understanding about their market mix to determine where partners need support.

Benefits of Events

Many destinations focus on meetings and events because of the year-round economic impacts of the respective segments. Meetings and conventions, festivals and events occur throughout the year therefore targets these markets can benefit the destination year-round as well. By promoting the destination to event planners and ambassadors of the destination, the benefits include increased expenditures from visitors (business or leisure), and increased awareness of the region as a tourism destination. There are also multiple to local community and businesses particularly local suppliers of items such as food, beverages, and attractions. Local vendors, artisans, cultural organizations, restaurateurs, hoteliers are all essential components to success during a festival or event.

The economic benefits of festivals and events include increased employment, gross domestic product, tourism, trade, and infrastructure development. Social benefits range from unique work experiences, such as youth and volunteer, to the promotion of civic pride, optimism, enthusiasm and excitement for locals.

Business Travellers Spend More, Stay Longer

According to Canada Meetings: an international business events traveller spends up to four times that of a leisure traveller, and stays on average 3.8 days beyond their conference to explore before and after their event, the impact across communities — whether its spending on accommodations, transportation, meals or recreation — can be quite substantial. Beyond the economic importance of business events to our communities, there are legacy impacts to be considered:

- Business events act as a catalyst for collaboration and investment,
- Help grow high-value jobs
- Motivate convention delegates to return to the area as leisure visitors, or part, or full-time residents.

Services

The following services, tools, resources and connections will be provided to partners and clients hosting their meeting or event in Vaughan:

Service	Details
Lead Generation	To support partners and tourism businesses in the City of Vaughan through Key Performance Indicators .
Site Selection	Help planners select the right venue for their event and help coordinate site inspections in collaboration with partners. Online venue search tool for planners to easily find venues, accommodations and restaurants matching their unique event needs. CCT's search tool will be enhanced with Vaughan venues.
Bid Processing	A complimentary RFP service to ensure that all hosting proposals are carefully reviewed to guarantee a smooth selection process. A customized bid will include general information on the city, hotel and meeting facilities, and information from other suppliers in the local community.
Familiarization Tours	Create unforgettable experiences for event planners to visit and experience the destination hosted by Tourism Vaughan and its partners
Fun Time Activities	Assist event planners to ensure delegates make the most of their free time in Vaughan by putting together packages and giving them options of unforgettable experiences. Some of these value-add services includes the Show Your Badge and Save program (CCT) and a Spousal Program (currently in development). Tourism Vaughan can design a personalized program to suit any meeting or event agenda.
Local Resources	Support for local resources including ground transportation, catering services, equipment rentals, audio/visual services, entertainment, car rental, city tours, concert listings, spa services and more.
Letters of Welcome	First impressions are important. Let Tourism Vaughan provide a cordial welcome from our City Mayor, Member of Parliament and Member of Provincial Parliament.
Speakers' Bureau	Recommendations and connections to dynamic speakers and industry experts from noted local institutions such as Niagara College.
Hotel Accommodation	Help secure guestrooms and meeting space. We reach out to venues that would meet the planner's needs. We then present the options to the planner to help make a well-informed decision.
Event Analytics	CCT's Event Survey Program helps planners collect visitor data to assist in event funding applications, reporting event successes to sponsors and targeting future visitors. This is a free program with iPads equipped with a survey template for loan. CCT's Visitor Research Program uses Environics Analytics' vast wealth of market data such as demographics, media preferences, leisure, travel behaviour, and psychographics to help you understand more about the visitors to your event.
Partnership Matching Tool	An online community for Sponsors, Agencies and Properties to facilitate partner matching, development, sponsor placement & sales, audience insights and education within sports, entertainment, events, festivals and not-for-profit initiatives.

Future services may include web marketing, welcome packages, tourism ambassadors and more.

Key Performance Indicators

	Indicator	Business Events	Events and Festivals
Activities	Bids	X	X
	Tradeshows/Conferences	X	
	Familiarization Tours	X	X
	Sales Missions with Partners	X	
	Sales Calls	X	
	Site Inspections	X	X
	Client Events	X	X
	Sponsorships	X	X
Performance	Leads (self-generated/inquiries/tradeshows)	X	X
	Bookings	X	X
	Lost Opportunities	X	X
	Cancellations	X	X
	Year End Performance	X	
	• Number of bookings	X	X
	• Room Nights	X	X
	• Number of Attendees	X	X
	• Booked Group Spending	X	
	Tentative Bookings	X	
	• Numbers of tentative bookings	X	X
	• Room nights	X	X

Recommendations

The following recommendations are suggested for Tourism Vaughan to implement to establish Vaughan as an event hosting destination.

Memberships

Becoming a member of an industry related organization offers the members several advantages. As Tourism Vaughan embarks on a journey to become visible to potential event planners, industry related memberships give the organization a competitive advantage as an informed and active member as an events industry supplier. Other benefits include networking opportunities to build rapport with potential clients and industry partners, professional development and education as well as gain insight on important industry trends.

The following memberships are recommended for Tourism Vaughan to acquire:

- Meeting Professional International – Toronto Chapter (MPI Toronto)
- Canadian Society of Association Executives – Trillium Network (CSAE)
- Canadian Sport Tourism Alliance (CSTA)
- CVENT
- Festivals and Events Ontario (FEO)
- Creative City Network

Networking Events

Attending networking events will give Tourism Vaughan representatives the ability to strengthen business connections in the events industry. Recommended networking events are ideally positioned to enable industry suppliers to host, entertain and network with event planners paving the path forward to receive requests for proposals driving opportunities and increased events for Vaughan. It is an opportunity for sharing ideas and building trust. Consistently engaging with contacts to assist them and provide information and expertise will yield reciprocal assistance to support the goals of Tourism Vaughan.

The following networking events are recommended for Tourism Vaughan to attend:

- Meetings & Events Professionals (MPI)
 - Awards Dinner
 - Holiday Gala
 - Global Meetings Industry Day
- Canadian Society of Association Executives (CSAE)
 - Awards Dinner
 - Holiday Gala

NOTE: as COVID-19 guidelines changes over the coming months, participation in the networking will be determined by the hosting organization. Based on what is allowed at the time, Tourism Vaughan's participation may be virtual or in person.

Conferences and Tradeshows for 2020 / 2021

By attending conferences and tradeshows, Tourism Vaughan will have the opportunity to become a driving force in the events industry through the commitment to the strategic initiatives as outlined in this document. Moving ahead includes industry learning which comes from participating in industry events. Being present consistently at industry conferences and tradeshows will give Tourism Vaughan the opportunity to:

- Raise brand awareness, especially in its early stages as it provides an organized stage to promote products and services to prospective customers;
- Remain aware of competitors' business practices and sales tactics to prosper in a competitive environment;
- Meet new and existing customers with the ability to put a face to the name and strengthening relationships;
- Generate leads as the attendees have the buying power and are a robust collection of high-quality leads and contacts; and
- Discover latest industry trends by mingling with industry leaders on both the planner and supplier side.

The following conferences and tradeshows are recommended for Tourism Vaughan to attend:

- Canadian Society of Association Executives (CSAE)
 - Winter Summit
 - Summer Summit
- Canadian Society of Professional Event Planners (CanSPEP)
 - Annual Conference
 - CANSPEP Day
 - MIET (Meetings Industry Euchre Tournament)
- Canadian Meetings and Events Expo
- Meetings & Events Professionals (MPI)
 - Toronto (The Event)
- Canadian Sport Tourism Alliance (CSTA)
 - Sports Events Congress (Spring, Edmonton 2020)-CSTA

NOTE: The effects of COVID-19 may have an impact on how tradeshow and conferences are delivered in the future (virtual and/or in person). Tourism Vaughan will participate based on the requirements of governmental guidelines as well as the recommendations from the hosting organization.

Sponsorships

By carefully selecting sponsorship opportunities within the industry, Tourism Vaughan will gain access to potential clients from both the nonprofit and for-profit sectors. Some of the benefits that are enjoyed by the sponsor include:

- Heightened brand awareness that will create choice;
- Opportunity to showcase attractive content about the destination, products and services, and stakeholders;
- Support sales initiative for lead generation; and
- Promotes good relationships with clients and industry partners.

The following sponsorship opportunities are recommended for Tourism Vaughan to consider:

- Canadian Society of Association Executives – Trillium Network
 - Winter Summit
 - Summer Summit
- Meeting Professional International – Toronto Chapter
 - The Event
 - Just Networking

NOTE: Sponsorships in this field have changed to virtual where possible while maintaining visibility through logos and other artwork on screens in the virtual environment. Once more, the in-person visibility in sponsorship will be determined by COVID-19 reopening guidelines.

Volunteer

Tourism Vaughan will gain more than a competitive edge as volunteers within the industry. As a volunteer, Tourism Vaughan representatives will gain visibility and stay competitive amongst buyers such as event planners with an increased ability to bond and strengthen relationship. Also, volunteering with industry associations gives Tourism Vaughan a unique opportunity to network with event planners to increase the potential for lead generation. The following are the first and foremost considerations for volunteering:

- Meeting Professional International – Toronto Chapter
- Canadian Society of Association Executives – Trillium Network

Marketing

In order to attract event planners to host their events in Vaughan, the following tactics are suggested to reach the appropriate market.

Advertising

Several benefits emerge from advertising and Tourism Vaughan can get out the gate with a solid and robust advertising campaign in its formative stage. This vehicle for message will showcase Vaughan as a new destination of choice to qualified buyers/event planners. The impacts that Tourism Vaughan can expect to see from its target market include interest in Vaughan as a destination of choice for hosting events, interest in participating in familiarization tours and acceptance of requests for face to face appointments in the future.

- Meeting Professional International – Toronto Chapter (magazine, website and e-Newsletter) <https://www.officialmediaguide.com/mpt/>
- Canadian Society of Association Executives – Trillium Network
- Canadian Society of Professional Event Planner
- Ignite – (digital and print) – meetings <http://read.uberflip.com/i/1179798-ignite-media-kit-2020/0?m4=>
- Adrenalin – (digital and print) – sports <http://read.uberflip.com/i/1179800-adrenalin-media-kit-2020/0?m4=>

Promotional Materials

Having the right look will ensure that Tourism Vaughan catches the attention of potential clients and set Tourism Vaughan apart from its competitors. This will enable the brand to have a place in the events industry amongst its potential customers and competitors.

The following promotional materials are required to create brand presence for Tourism Vaughan:

- Tourism Vaughan tablecloth for tradeshow;
- Giveaways for tradeshow/sales missions/client appreciation/FAMS;
- Marketing materials such as print materials customized for tradeshow and other client interactions;
- Pull up banner for tradeshow to highlight brand presence; and
- Staff attire with Tourism Vaughan logo to maintain visibility in person at industry events and a destination representative making Vaughan highly visible.

Social Media

Social media platforms will give Tourism Vaughan the ability to build our network and increase engagement over time. Social media exposure for Tourism Vaughan also means that we will gain marketplace insights by being able to communicate with our customers directly. Today, every marketing strategy includes a social network component as the benefits are so great and is also a cost-effective way to drive presence in the marketplace.

It is suggested that Tourism Vaughan establish social media channels to promote the destination across common platforms such as:

- Facebook
- Twitter
- Instagram
- LinkedIn

Destination Video

Create an alluring destination video that speaks to what events planners want. The video will guide event planners to consider Vaughan as a future destination for their events.

Website

As Tourism Vaughan grows its presence in the events industry, it's important to have a website that targets event planners that provides them easy to use tools to find information on event venues and services. There is opportunity to use the existing [Central Counties Tourism Meetings and Conventions webpage](#) to do this. The CCT website requires further development to ensure that all related information can be filtered for Vaughan specific services, as was done with the consumer website [visitvaughan.ca](#).

The dedicated meetings and events webpage for Tourism Vaughan is to include:

- Engaging content (video, photos, verbiage) that ensure event planners get a sense of what we have to offer;
- Listing of partners (tourism, hotels and events businesses);
- RFP inquiry booking tool (directed to Vaughan Tourism);
- FAM participation registration tool;
- Getting here.

Templates

Easy to use templates will be needed for staff to streamline the process as leads come in through Tourism Vaughan's interim sales initiatives, representatives will have an efficient and effective way to communicate leads to partners within the destination.

As a start, the following templates are required for operational procedures:

- Lead Sheet;
- Destination Proposal;
- Venue Asset List;
- Destination Site Schedule;
- Pre-Trip Report;
- Post Trip Report; and

- Monthly Report.

Familiarization Tour

To be able to excite and entice event planners about how Tourism Vaughan and all its tourism partners can bring an event planner's vision to life. We will create and execute familiarization tours that are full of local cultural flavor and experiences themed to executing successful and unique events.

- Day FAM in late Fall 2020 (based on environment: customer readiness and Government guidelines)
- Full-service FAM in 2021 (based on environment: customer readiness and Government guidelines)

NOTE: while it is tradition that FAM tours are an interactive and in person experience, COVID-19 guidelines at the time of execution will determine how Tourism Vaughan will deliver this experience. Tourism Vaughan will decide early enough whether execution will be in person or via virtual to ensure that the experience can be created to engage FAM participants with all intended deliverables for the initiative(s).

Sales Mission

Sales missions are a great way to engage potential clients as it offers a face to face opportunity for Tourism Vaughan to professionally showcase the destination and its partners. This forum will also give us the ability to develop trust with prospective clients, leaving a lasting positive impression and giving clients a reason to buy from us. This is also a valuable part of the sales process, linking sales activities to lead generation. This activity will also contribute to Tourism Vaughan's professional and positive image and brand amongst buyers leading to increased lead generation and sales. Based on what is allowed in the current environment, Tourism Vaughan will endeavor to execute sales missions in 2021:

- Spring sales mission (2 days of appointments, 5 appointments each day)
- Fall sales mission (2 days of appointments, 5 appointments each day)

All market segment will be targeted in the (Greater Toronto Area). A fee may be associated for partners to participate.

NOTE: sales missions are a face to face opportunity to meet and share information in a scheduled appointment with destination representatives and buyers. COVID-19 guidelines at the time of execution will determine how Tourism Vaughan will meet with potential buyers as some may opt to only meet virtually, as well safe physical distancing may be challenging due to space capacities at meeting locations pushing appointments to virtual as well.

Incentive Programs

Offering an incentive to clients motivates them and gives them a reason to buy. The purpose of an incentive program is to provide event planners an ethical and meaningful way to forge a long standing and trusting bond. This will yield RFPs for the destination and provide meaningful and bottom-line impacts for the client and their event.

While it is customary to have some programs in place, it is also unique and innovative to customize incentives to meet the unique needs of the client and the event.

Some examples of our offerings to entice and engage event planners to choose Vaughan include:

-
- Spousal program
 - Show your badge and save (CCT)

Participation Fee

To remain sustainable in providing products and services to Tourism Vaughan's clients as well as to our partners, sales driven initiatives as well as educational opportunities provided and organized by Tourism Vaughan may have a participation fee attached - this is an industry standard. This also provides diversification to Tourism Vaughan Corporation's revenue streams and provides fair opportunity to partners to participate in additional exposure opportunities.

Examples of initiatives that partners may have to pay to participate include:

- Tradeshow booth participation
- Client Events:
 - Sales Missions
 - FAMS
 - Networking events
 - Client appreciation events

Monitoring and Evaluating

Tourism Vaughan will continue to monitor and evaluate all activities and performance measures on regular basis. This will be done through monthly reporting and use of the CRM system.

Timeline

Activity	PMR	Deadline
Complete Strategy – 1st draft	Feiona & Mirella	Fri. Jun. 19, 2020
ED to review Strategy	Ashley	Mon. Jun. 22, 2020
Review strategy with CCT	Ashley & Feiona & Mirella	Tue. Jun. 23, 2020
Make Revisions	Feiona	Wed. Jun. 24, 2020
Submit to Raph for review	Feiona	Fri. Jun. 26, 2020
Meeting to discuss strategy	Raph, Mir, Ashley and Feiona	Mon. Jun. 29, 2020
Meetings with Partners (virtual or in person)	Feiona & Ashley	July 7, 2020
Meeting with VCC	Feiona & Ashley	TBC
Meeting with Events Group	Feiona & Ashley	By end of July
Final review by Raph	Feiona & Ashley	
Roadshow – internal departments	Feiona and Ashley	During August

2020 Budget / 2021 FORECAST

Category	Item	Description	2020 Budget	2021 Forecast
Membership	MPI – Toronto		\$600	\$600
	CSAE Trillium		\$635	\$635
	CSTA		\$1,500	\$1,500
	FEO		\$1,195	\$1,195
	Creative City Network		\$1,500	\$1,500
Total Memberships			\$5,430	\$5,430
Lead Generation Initiatives	CSAE Trillium Summer Summit	Virtual	\$200	\$960
	CSAE Trillium Awards Dinner	Networking	\$285	\$285
	CSAE Trillium Holiday Dinner	Networking	\$285	\$285
	CSAE Winter summit	Conference/Networking		\$930
	CSAE Gatineau/Ottawa	Tete a Tete/Tradeshaw		\$2,950
	MPI Toronto Awards Dinner	Networking	\$285	\$285
	MPI Toronto Holiday Dinner	Networking	\$285	\$285
	MPI Toronto-The Event	Networking; Education		\$1,160
	MPI GMID	Networking; Education		\$260
	CanSPEP Day	Education; supplier showcase	\$285	\$285
	CanSPEP	Annual Conference		\$2,050
	FEO	Annual Conference & Marketplace		\$2,320
	CMEE	Tradeshaw		\$1,780
	CSTA	Conference		\$4,700
	Creative City Network	Conference		\$750
	CanSPEP MIET	Networking	\$240	\$240
Total LD Initiatives			\$1,865	\$19,525
Sponsorships	CSAE Winter Summit	Bronze		\$2,000
	CSAE Summer Summit	Bronze		\$2000
	MPI The Event			\$3,000
	MPI Just Networking			\$700
Total Sponsorship				\$7,700
Marketing	Advertising	MPI Toronto	\$2,000	\$2,000
		CSAE Trillium	\$2,000	\$2,000
		CanSPEP	\$2,000	\$2,000
		Ignite	\$2,000	\$2,000
		Adrenalin	\$2,000	\$2,000
		Subtotal Advertising	\$10,000	\$10,000
	Promotional Materials	Branded tablecloth		\$1,500
		Giveaways		\$5,000

		Marketing Materials		\$3,000
		Pullup banner		\$1,500
		Branded attire for staff		\$600
		Subtotal Promo Materials	\$0.00	\$11,600
	Social Media		\$3,000	\$3,000
	Destination Video		\$15,000	
	Website		\$5,000	
Total Marketing			\$33,000	\$24,600
Familiarization Tours	Day FAM	Based on Provincial guidelines and allowances	\$2,000	\$2,000
	Multiday FAM	Based on Provincial guidelines and allowances		\$5,000
Total FAMs			\$2,000	\$7,000
Sales Missions	Spring Sales Mission	Face to Face appointment with qualified event planners		\$3,000
	Fall Sales Mission	Face to Face appointment with qualified event planners		\$3,000
Total Sales Mission				\$6,000
TOTAL BUDGET FOR 2020; TOTAL FORECAST FOR 2021			\$42,295	\$70,255

2020 Budget Summary & 2021 Forecast Budget Summary

Item	Estimated Budget/Forecast		Notes
	2020 BUDGET	2021 FORECAST	
Membership	\$5,430	\$5,430	Variety of opportunities available
Lead Generation	\$1,865	\$19,525	Conferences, Tradeshow and Networking events to build relationships with key meeting planners, generate leads for the destination and gain visibility as a suitable events destination.
Sponsorship		\$7,700	To gain spotlight among competitive destinations.
Marketing	\$33,000	\$24,600	Due to convention cancellations in 2020, promotional materials expenses will be allocated to 2021.
FAM Tour	\$2,000	\$7,000	Day FAM and Multiday FAM to be customized and theme to create a tourism experience to drive event planners to think of Vaughan the next time they plan meetings.
Sales Mission		\$6,000	A strategic initiative to have face to face meetings with prospective event planners with the aim of position Vaughan as a suitable events destination and generation
Total	\$42,295	\$70,255	

Final comments

The above plan is a detailed outline of a comprehensive plan of what possibilities exist to market, promote and bring visibility to Vaughan as a suitable destination for future events. All recommendations are open for discussions to modify as we as a group see fit for the destination. Budget is a working guideline and can change based on combining efforts with our Regional Tourism Organization, Central Counties Tourism and the partners Tourism Vaughan represents.

NOTE: The COVID-19 situation is changing on an ongoing basis and what is permitted by government guidelines may affect the way Tourism Vaughan executes on the deliverables for some initiatives. Tourism Vaughan will ensure that goals for each initiative are clearly outlined and the method of execution maintains the integrity of the organization so to ensure high quality on the deliverables.

Progress Report

The following table outlines actions and progress on the recommendations outlined in this Interim Meetings and Events Recovery Strategy.

Item	Breakdown	Status
Memberships	Meeting Professional International – Toronto Chapter (MPI)	Completed
	Canadian Society of Association Executives – Trillium Network (CSAE)	Completed
	Sport Tourism Canada (formally Canadian Sport Tourism Alliance)	Completed
	CVENT	Postpone till 2021
	Festivals and Events Ontario	Completed
	Creative City Network	City of Vaughan (Events) currently has a membership. Will consult with Mirella to ensure that she has all she needs from this membership. The focus of this membership is on Arts and Culture that a City engages in and may not be necessary for Tourism Vaughan to take out a separate membership.
Networking Events	MPI Awards Dinner (Fall 2020)	This happens in March
	MPI Holiday Gala December 1	Completed
	MPI AGM – Sep. 30, 2020	Completed
	MPI New Member Session	Completed
	CSAE Holiday Event – Dec. 3	Completed
	CSAE Awards Dinner (Fall 2020)	TBA – not announced yet-may be virtual
Conferences & Tradeshows	CSAE Summer Summit July 2020	Completed
	CSAE Winter Summit – Feb. 2021	TBA - 2021
	CanSPEP Annual Conference	TBA – Spring 2021
	CanSPEP Day – Oct. 15	Completed
	MIET (Meetings Industry Euchre Tournament) September 25 4-6pm	https://canspep.ca/event-3964511?CalendarViewType=1&SelectedDate=9/30/2020 This is mainly a fundraising event and is best suited for in person to gain visibility. Will explore more with organizer to understand how the networking component will be effective.
	Canadian Meetings & Events Expo – Aug. 2021	TBA
	MPI The Event – Spring 2021	TBA

	Sport Tourism Canada: Sports Events Congress- April 2021	TBA
Sponsorship	CSAE Summer Summit	N/A
	CSAE Winter Summit Feb. 2020	TBA
	MPI – The Event	TBA
	MPI – Just Networking	TBA
Volunteering	CSAE	TBA – major changes have been made at this organization since July.
	MPI	TBA – waiting for response on opportunities
Marketing	Advertising	On hold for Marketing Agency
	Promotional Materials	<ul style="list-style-type: none"> • Tourism Vaughan tablecloth for tradeshow; • Giveaways for tradeshow/sales missions/client appreciation/FAMS; • Marketing materials such as print materials customized for tradeshow and other client interactions; • Pull up banner for tradeshow to highlight brand presence; and • Staff attire with Tourism Vaughan logo to maintain visibility in person at industry events and a destination representative making Vaughan highly visible. • lanyards <p>Last Item: staff attire samples being delivered Other items may be purchased this year pending approval of RRRF spending.</p>
	Social Media: -Facebook -Twitter -Instagram -LinkedIn	On hold for Marketing Agency
	Destination Video	On hold for Marketing Agency
	Website <ul style="list-style-type: none"> • Engaging content (video, photos, verbiage) that ensure event planners get a sense of what we have to offer; • Listing of partners (tourism, hotels and events businesses); • RFP inquiry booking tool (directed to Vaughan Tourism); • FAM participation registration tool; 	TBA – in discussion with CCT to have a meetings and events landing page dedicated to Vaughan Meetings and Events. This will be a page dedicated to where Tourism Vaughan will direct meeting and event planners for access to Vaughan assets suitable for host events. Also, giving meeting planners the opportunity to reach Tourism Vaughan directly, as well as submit RFPs to us directly.

	<ul style="list-style-type: none"> Getting here. 	
Templates	To be used for lead generation and bid opportunities management as well as client communications	-Lead Sheet: Completed -Destination Proposal: to be created (via support from Corp Comm or external content writer. -Venue Asset List: working list (always in progress as we complete site inspections) -Destination Site Schedule: Completed -Pre-Trip Report/Post Trip Report: Completed and combined into one Event Summary Report -Monthly Report: Completed
FAM Tour	<ul style="list-style-type: none"> Day FAM in late Fall 2020 (based on environment: customer readiness and Government guidelines) Full-service FAM in 2021 (based on environment: customer readiness and Government guidelines) 	Exploring the best mode of delivery (virtual option). FG attending a Crowd Riff session to see what innovation exist for destination virtual FAMs on Sep. 10 Fall FAM Nov. 26, 2020-completed
Sales Missions	<ul style="list-style-type: none"> Spring sales mission (2 days of appointments, 5 appointments each day) Fall sales mission (2 days of appointments, 5 appointments each day) 	This will be based on planner sentiments based on the current COVID-19 environment. Meeting planners are not receiving enquires at this time; therefore, it may lead to lack of participation and eagerness to meet based on the lack of meetings opportunity.
Incentive Programs	<ul style="list-style-type: none"> Spousal programs Show your badge and save 	
Participation Fee	Pay to play: <ul style="list-style-type: none"> Sales missions FAMs Networking Events Client Appreciation Events 	Talk to Chambers? Review Service Fee By-Law with Nancy Yates.

ATTACHMENT 3

Date: January 12, 2021
 Ms. Ashley Travassos, Executive Director, Tourism
 Vaughan

To: Mr. Raphael Costa, Acting Director, Economic and
 Fran Hohol, CBRE Tourism & Leisure Group

From: Rebecca Godfrey, CBRE Tourism & Leisure Group

Subject: Projected MAT Collection, Vaughan, 2020-2022

Dear Ashley and Raphael:

Our preliminary projections for Vaughan's MAT collection and Tourism Vaughan's share are summarized below for the 2020 to 2022 period.

TOURISM VAUGHAN MAT COLLECTION - PROJECTION				
	2019	2020	2021	2022
Rooms	1,848	1,848	1,843	1,949
Occ	70.5%	34%	50%	57%
ORNS	475,537	227,988	337,754	408,387
ADR	\$151.49	\$118	\$130	\$143
RevPAR	\$106.80	\$40	\$65	\$82
Rm Revenue	\$72,040,000	\$26,900,000	\$43,910,000	\$58,400,000
MAT @ 4%		\$1,076,000 Full Year	\$1,756,400 Full Year	\$2,336,000
		\$715,300 Partial Year Collection		
	MAT @ 4%	\$715,300 Partial Collection	\$1,756,400 Full Year	\$2,336,000 Full Year
	TV @ 50%	\$358,000	\$878,000	\$1,168,000

Source: CBRE Hotels/ Tourism & Leisure Group

Our projections have been based on the following assumptions:

2020 Projections

- Vaughan has 16 accommodation properties representing an inventory of 1,848 rooms.
- A 4% MAT on rooms revenue was introduced in January 2020.
- MAT collections were suspended from March 17, 2020 to August 31, 2020 due to the COVID-19 pandemic.
- Currently, 10 properties remit MAT on a monthly basis and 6 properties remit on a quarterly basis.
- As of December 15, 2020, accommodation operators had remitted \$583,804 in MAT revenues to the City of Vaughan, of which Tourism Vaughan's share was \$291,902 (50% share).
- Four Points Vaughan was contracted as an isolation hotel, and as such, it temporarily closed in July 2020 and is not projected to re-open until Q2 2021.

- Based on CBRE's *Trends in the Hotel Industry* year-to-date November 2020 results, we have projected accommodation demand in the Vaughan hotel market to decline by 52% by year-end 2020, with ADR to contract by 22%, resulting in a market occupancy of 34%, at an Average Daily Rate of \$118.
- Based on the partial MAT collection period of January to March 17 and September to December 2020, we have projected \$715,300 in total revenues, with **Tourism Vaughan's share at \$358,000.**

2021 Projections

- The former Super 8 Hotel was renovated and converted to a Four Points in 2019. Through the renovation process the room count was increased by 15 rooms in 2020 for a total of 100 rooms, however, given the hotel's temporary closure and use as an isolation centre, we have projected these rooms to re-enter the market by the beginning of Q2 2021.
- *At this time, there remains considerable uncertainty around the impacts on the economy and more specifically the accommodation sector resulting from the Covid-19 (corona) virus. While there is an expectation of immediate market impact in 2020 on the accommodation sector from both a demand and average daily rate perspective, the degree of impact is difficult to determine and will vary across markets. Regardless of the degree of impact in 2020, the current expectation is for demand recovery in 2021 and 2022 with ADR and RevPAR recovery lagging behind returning to 2019 levels by mid 2024. This projected recovery cycle is consistent with conditions experienced historically post other major "global events" such as 9/11 and the Great Financial Crisis.*
- In 2021, market demand levels in Vaughan are expected to increase by 48% as travel resumes by mid year.
- Market occupancy is projected to improve to 50%, and ADR growth is projected to be 10% to reach \$130.
- Assuming a full-year MAT collection period in 2021, we have projected \$1,756,400 in total revenues, with **Tourism Vaughan's share at \$878,000.**

2022 Projections

- The 119-room Avid Hotel in Vaughan which began construction in Fall 2020, has been projected to open by Spring 2022, increasing Vaughan's hotel supply to 1,949 rooms.
- In 2022, with a 6% increase in supply and 21% growth in demand, the Vaughan hotel market is expected to see occupancy recovery to 57%, and rate growth of 10% to \$143.
- Assuming a full-year MAT collection period in 2022, we have projected \$2,336,000 in total revenues, with **Tourism Vaughan's share at \$1,168,000.**

Should you have any questions or comments, please contact Fran Hohol at (416) 371-3034 or Rebecca Godfrey at (416) 580-2238.



Fran Hohol, CMC



Rebecca Godfrey, CMC, MBA

Senior Director
CBRE Tourism & Leisure Group
Valuation & Advisory Services
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Director
CBRE Tourism & Leisure Group
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SCHEDULE A

ASSUMPTIONS AND LIMITING CONDITIONS

1. Unless otherwise specifically noted in the body of the report, it is assumed that title to the property or properties appraised is clear and marketable and that there are no recorded or unrecorded matters or exceptions to total that would adversely affect marketability or value. CBRE is not aware of any title defects nor has it been advised of any unless such is specifically noted in the report. CBRE, however, has not examined title and makes no representations relative to the condition thereof. Documents dealing with liens, encumbrances, easements, deed restrictions, clouds and other conditions that may affect the quality of title have not been reviewed. Insurance against financial loss resulting in claims that may arise out of defects in the subject property's title should be sought from a qualified title company that issues or insures title to real property.
2. Unless otherwise specifically noted in the body of this report, it is assumed: that the existing improvements on the property or properties being appraised are structurally sound, seismically safe and code conforming; that all building systems (mechanical/electrical, HVAC, elevator, plumbing, etc.) are in good working order with no major deferred maintenance or repair required; that the roof and exterior are in good condition and free from intrusion by the elements; that the property or properties have been engineered in such a manner that the improvements, as currently constituted, conform to all applicable local, provincial, and federal building codes and ordinances. CBRE professionals are not engineers and are not competent to judge matters of an engineering nature. CBRE has not retained independent structural, mechanical, electrical, or civil engineers in connection with this appraisal and, therefore, makes no representations relative to the condition of improvements. Unless otherwise specifically noted in the body of the report: no problems were brought to the attention of CBRE by ownership or management; CBRE inspected less than 100% of the entire interior and exterior portions of the improvements; and CBRE was not furnished any engineering studies by the owners or by the party requesting this appraisal. If questions in these areas are critical to the decision process of the reader, the advice of competent engineering consultants should be obtained and relied upon. It is specifically assumed that any knowledgeable and prudent purchaser would, as a precondition to closing a sale, obtain a satisfactory engineering report relative to the structural integrity of the property and the integrity of building systems. Structural problems and/or building system problems may not be visually detectable. If engineering consultants retained should report negative factors of a material nature, or if such are later discovered, relative to the condition of improvements, such information could have a substantial negative impact on the conclusions reported in this appraisal. Accordingly, if negative findings are reported by engineering consultants, CBRE reserves the right to amend the appraisal conclusions reported herein.

3. Unless otherwise stated in this report, the existence of hazardous material, which may or may not be present on the property, was not observed by the appraisers. CBRE has no knowledge of the existence of such materials on or in the property. CBRE, however, is not qualified to detect such substances. The presence of substances such as asbestos, urea formaldehyde foam insulation, contaminated groundwater or other potentially hazardous materials may affect the value of the property. The value estimate is predicated on the assumption that there is no such material on or in the property that would cause a loss in value. No responsibility is assumed for any such conditions, or for any expertise or engineering knowledge required to discover them. The client is urged to retain an expert in this field, if desired.

We have inspected, as thoroughly as possible by observation, the land; however, it was impossible to personally inspect conditions beneath the soil. Therefore, no representation is made as to these matters unless specifically considered in the appraisal.

4. All furnishings, equipment and business operations, except as specifically stated and typically considered as part of real property, have been disregarded with only real property being considered in the report unless otherwise stated. Any existing or proposed improvements, on or off-site, as well as any alterations or repairs considered, are assumed to be completed in a workmanlike manner according to standard practices based upon the information submitted to CBRE. This report may be subject to amendment upon re-inspection of the subject property subsequent to repairs, modifications, alterations and completed new construction. Any estimate of Market Value is as of the date indicated; based upon the information, conditions and projected levels of operation.
5. It is assumed that all factual data furnished by the client, property owner, owner's representative, or persons designated by the client or owner to supply said data are accurate and correct unless otherwise specifically noted in the appraisal report. Unless otherwise specifically noted in the appraisal report, CBRE has no reason to believe that any of the data furnished contain any material error. Information and data referred to in this paragraph include, without being limited to, numerical street addresses, lot and block numbers, land dimensions, square footage area of the land, dimensions of the improvements, gross building areas, net rentable areas, usable areas, unit count, room count, rent schedules, income data, historical operating expenses, budgets, and related data. Any material error in any of the above data could have a substantial impact on the conclusions reported. Thus, CBRE reserves the right to amend conclusions reported if made aware of any such error. Accordingly, the client-addressee should carefully review all assumptions, data, relevant calculations, and conclusions within 30 days after the date of delivery of this report and should immediately notify CBRE of any questions or errors. CBRE does not make any representation or warranty, express or implied, as to the accuracy or completeness of the information or the state of affairs of the real property furnished by the Client to CBRE and contained in any appraisal report prepared by CBRE.

6. The date of value to which any of the conclusions and opinions expressed in this report apply, is set forth in the Letter of Transmittal. Further, that the dollar amount of any value opinion herein rendered is based upon the purchasing power of the Canadian Dollar on that date. This appraisal is based on market conditions existing as of the date of this appraisal. Under the terms of the engagement, we will have no obligation to revise this report to reflect events or conditions which occur subsequent to the date of the appraisal. However, CBRE will be available to discuss the necessity for revision resulting from changes in economic or market factors affecting the subject.
7. CBRE assumes no private deed restrictions, limiting the use of the subject property in any way.
8. Unless otherwise noted in the body of the report, it is assumed that there is no mineral deposit or subsurface rights of value involved in this appraisal, whether they are gas, liquid, or solid. Nor are the rights associated with extraction or exploration of such elements considered unless otherwise stated in this appraisal report. Unless otherwise stated it is also assumed that there are no air or development rights of value that may be transferred.
9. CBRE is not aware of any contemplated public initiatives, governmental development controls, or rent controls that would significantly affect the value of the subject.
10. The estimate of Market Value, which may be defined within the body of this report, is subject to change with market fluctuations over time. Market value is highly related to exposure, time promotion effort, terms, motivation, and conclusions surrounding the offering. The value estimate(s) consider the productivity and relative attractiveness of the property, both physically and economically, on the open market.
11. Any cash flows included in the analysis are forecasts of estimated future operating characteristics are predicated on the information and assumptions contained within the report. Any projections of income, expenses and economic conditions utilized in this report are not predictions of the future. Rather, they are estimates of current market expectations of future income and expenses. The achievement of the financial projections will be affected by fluctuating economic conditions and is dependent upon other future occurrences that cannot be assured. Actual results may vary from the projections considered herein. CBRE does not warrant these forecasts will occur. Projections may be affected by circumstances beyond the current realm of knowledge or control of CBRE
12. Unless specifically set forth in the body of the report, nothing contained herein shall be construed to represent any direct or indirect recommendation of CBRE to buy, sell, or hold the properties at the value stated. Such decisions involve substantial investment strategy questions and must be specifically addressed in consultation form.
13. Also, unless otherwise noted in the body of this report, it is assumed that no changes in the present zoning ordinances or regulations governing use, density, or shape are being considered. The property is appraised assuming that all required licenses, certificates of occupancy, consents, or other legislative or administrative authority from any local,

provincial, nor national government or private entity or organization have been or can be obtained or renewed for any use on which the value estimates contained in this report is based, unless otherwise stated.

14. The report has been prepared at the request of the client, and for the exclusive (and confidential) use of the client. The report may not be duplicated in whole or in part without the specific written consent of CBRE nor may this report or copies hereof be disclosed to third parties without said written consent, which consent CBRE reserves the right to deny. If consent is given, it will be on condition that CBRE will be provided with an Indemnification Agreement and/or Non-Reliance letter, in a form and content satisfactory to CBRE, by a party satisfactory to CBRE. Exempt from this restriction is duplication for the internal use of the client-addressee and/or transmission to attorneys, accountants, or advisors of the client-addressee. Also exempt from this restriction is transmission of the report to any court, governmental authority, or regulatory agency having jurisdiction over the party/parties for whom this appraisal was prepared, provided that this report and/or its contents shall not be published, in whole or in part, in any public document without the express written consent of CBRE which consent CBRE reserves the right to deny. Finally, this report shall not be advertised to the public or otherwise used to induce a third party to purchase the property or to make a "sale" or "offer for sale" of any "security". Any third party which may possess this report is advised that they should rely on their own independently secured advice for any decision in connection with this property. CBRE shall have no accountability or responsibility to any third party.
15. Any value estimate provided in the report applies to the entire property, and any pro ration or division of the title into fractional interests will invalidate the value estimate, unless such pro ration or division of interests has been set forth in the report.
16. The distribution of the total valuation in this report between land and improvements applies only under the existing program of utilization. Component values for land and/or buildings are not intended to be used in conjunction with any other property or appraisal and are invalid if so used.
17. The maps, plats, sketches, graphs, photographs and exhibits included in this report are for illustration purposes only and are to be utilized only to assist in visualizing matters discussed within this report. Except as specifically stated, data relative to size or area of the subject and comparable properties has been obtained from sources deemed accurate and reliable. None of the exhibits are to be removed, reproduced, or used apart from this report.
18. No opinion is intended to be expressed on matters which may require legal expertise or specialized investigation or knowledge beyond that customarily employed by real estate appraisers. Values and opinions expressed presume that environmental and other governmental restrictions/conditions by applicable agencies have been met, including but not limited to seismic hazards, flight patterns, decibel levels/noise envelopes, fire hazards, hillside ordinances, density, allowable uses, building codes, permits, licenses, etc. No survey, engineering study or architectural analysis has been made known to CBRE unless otherwise

stated within the body of this report. If the Consultant has not been supplied with a termite inspection, survey or occupancy permit, no responsibility or representation is assumed or made for any costs associated with obtaining same or for any deficiencies discovered before or after they are obtained. No representation or warranty is made concerning obtaining these items. CBRE assumes no responsibility for any costs or consequences arising due to the need, or the lack of need, for flood hazard insurance.

19. Acceptance and/or use of this report constitutes full acceptance of the Contingent and Limiting Conditions and special assumptions set forth in this report. It is the responsibility of the Client, or client's designees, to read in full, comprehend and thus become aware of the aforementioned contingencies and limiting conditions. Neither the Appraiser nor CBRE assumes responsibility for any situation arising out of the Client's failure to become familiar with and understand the same. The Client is advised to retain experts in areas that fall outside the scope of the real estate appraisal/consulting profession if so desired.
20. CBRE assumes that the subject property analyzed herein will be under prudent and competent management and ownership; neither inefficient nor super-efficient.
21. It is assumed that there is full compliance with all applicable federal, provincial, and local environmental regulations and laws unless noncompliance is stated, defined and considered in the appraisal report.
22. No survey of the boundaries of the property was undertaken. All areas and dimensions furnished are presumed to be correct. It is further assumed that no encroachments to the realty exist.
23. The property has been valued on the basis that the property complies in all material respects with any restrictive covenants affecting the property and has been built and is occupied and is being operated, in all material respects, in full compliance with all requirements of law, including all zoning, land use classification, building, planning, fire and health by-laws, rules, regulations, orders and codes of all federal, provincial, regional and municipal governmental authorities having jurisdiction with respect thereto. There may be work orders or other notices of violation of law outstanding with respect to the real estate as described in the report. However, such circumstances have not been accounted for in the appraisal process.
24. No inquiries have been placed with the fire department, the building inspector, the health department or any other government regulatory agency, unless such investigations are expressly represented to have been made in the report. The subject property must comply with such regulations and, if it does not comply, its non-compliance may affect the market value of the property. To be certain of such compliance, further investigations may be necessary.
25. Because market conditions, including economic, social and political factors, change rapidly and, on occasion, without notice or warning, the estimate of value expressed herein,

as of the effective date of this appraisal, cannot be relied upon as of any other date without subsequent advice of CBRE.

26. Client shall indemnify and hold CBRE fully harmless against any loss, damages, claims, or expenses of any kind whatsoever (including costs and reasonable attorneys' fees), sustained or incurred by a third party as a result of the negligence or intentional acts or omissions of Client, and for which recovery is sought against CBRE by that third party.

Important Caveat - Market Uncertainty from Novel Coronavirus

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organization as a Global Pandemic on the 11th March 2020, is causing heightened uncertainty in both local and global market conditions. Originating in Wuhan, China, the pandemic continues to develop, and since January 2020 cases have progressively and often aggressively been detected around the world. Global financial markets have seen steep declines since late February largely on the back of the pandemic over concerns of trade disruptions and falling demand. Many countries globally have implemented additional border control measures, strict travel restrictions and a range of quarantine measures.

The effect COVID-19 will have on the real estate market in the region is currently unknown and will largely depend on both the scale and longevity of the pandemic. At this stage Tourism, F&B and Retail sectors are likely to be the first impacted, due to the increased response by local and global authorities including home quarantine, restriction of travel and growing international concern. A prolonged pandemic could have a significant (and yet unknown or quantifiable) impact on other sectors of the property market. Our valuation is based on the information available to us at the date of valuation.

Given the heightened uncertainty, a degree of caution should be exercised when relying upon our valuation. Values, and incomes, may change more rapidly and significantly than during standard market conditions and we recommend that you keep the valuation of this property under frequent review.

1.

M E M O



Date: January 12, 2021
 To: Ms. Ashley Travassos, Executive Director, Tourism Vaughan
 Mr. Raphael Costa, Acting Director, Economic and
 From: Fran Hohol, CBRE Tourism & Leisure Group
 Rebecca Godfrey, CBRE Tourism & Leisure Group
 Subject: Projected MAT Collection, Vaughan, 2020-2022

Dear Ashley and Raphael:

Our preliminary projections for Vaughan's MAT collection and Tourism Vaughan's share are summarized below for the 2020 to 2022 period.

TOURISM VAUGHAN MAT COLLECTION - PROJECTION				
	2019	2020	2021	2022
Rooms	1,848	1,848	1,843	1,949
Occ	70.5%	34%	50%	57%
ORNS	475,537	227,988	337,754	408,387
ADR	\$151.49	\$118	\$130	\$143
RevPAR	\$106.80	\$40	\$65	\$82
Rm Revenue	\$72,040,000	\$26,900,000	\$43,910,000	\$58,400,000
MAT @ 4%		\$1,076,000 Full Year	\$1,756,400 Full Year	\$2,336,000
		\$715,300 Partial Year Collection		
	MAT @ 4%	\$715,300 Partial Collection	\$1,756,400 Full Year	\$2,336,000 Full Year
	TV @ 50%	\$358,000	\$878,000	\$1,168,000

Source: CBRE Hotels/ Tourism & Leisure Group

Our projections have been based on the following assumptions:

2020 Projections

- Vaughan has 16 accommodation properties representing an inventory of 1,848 rooms.
- A 4% MAT on rooms revenue was introduced in January 2020.
- MAT collections were suspended from March 17, 2020 to August 31, 2020 due to the COVID-19 pandemic.
- Currently, 10 properties remit MAT on a monthly basis and 6 properties remit on a quarterly basis.
- As of December 15, 2020, accommodation operators had remitted \$583,804 in MAT revenues to the City of Vaughan, of which Tourism Vaughan's share was \$291,902 (50% share).
- Four Points Vaughan was contracted as an isolation hotel, and as such, it temporarily closed in July 2020 and is not projected to re-open until Q2 2021.

- Based on CBRE's *Trends in the Hotel Industry* year-to-date November 2020 results, we have projected accommodation demand in the Vaughan hotel market to decline by 52% by year-end 2020, with ADR to contract by 22%, resulting in a market occupancy of 34%, at an Average Daily Rate of \$118.
- Based on the partial MAT collection period of January to March 17 and September to December 2020, we have projected \$715,300 in total revenues, with **Tourism Vaughan's share at \$358,000.**

2021 Projections

- The former Super 8 Hotel was renovated and converted to a Four Points in 2019. Through the renovation process the room count was increased by 15 rooms in 2020 for a total of 100 rooms, however, given the hotel's temporary closure and use as an isolation centre, we have projected these rooms to re-enter the market by the beginning of Q2 2021.
- *At this time, there remains considerable uncertainty around the impacts on the economy and more specifically the accommodation sector resulting from the Covid-19 (corona) virus. While there is an expectation of immediate market impact in 2020 on the accommodation sector from both a demand and average daily rate perspective, the degree of impact is difficult to determine and will vary across markets. Regardless of the degree of impact in 2020, the current expectation is for demand recovery in 2021 and 2022 with ADR and RevPAR recovery lagging behind returning to 2019 levels by mid 2024. This projected recovery cycle is consistent with conditions experienced historically post other major "global events" such as 9/11 and the Great Financial Crisis.*
- In 2021, market demand levels in Vaughan are expected to increase by 48% as travel resumes by mid year.
- Market occupancy is projected to improve to 50%, and ADR growth is projected to be 10% to reach \$130.
- Assuming a full-year MAT collection period in 2021, we have projected \$1,756,400 in total revenues, with **Tourism Vaughan's share at \$878,000.**

2022 Projections

- The 119-room Avid Hotel in Vaughan which began construction in Fall 2020, has been projected to open by Spring 2022, increasing Vaughan's hotel supply to 1,949 rooms.
- In 2022, with a 6% increase in supply and 21% growth in demand, the Vaughan hotel market is expected to see occupancy recovery to 57%, and rate growth of 10% to \$143.
- Assuming a full-year MAT collection period in 2022, we have projected \$2,336,000 in total revenues, with **Tourism Vaughan's share at \$1,168,000.**

Should you have any questions or comments, please contact Fran Hohol at (416) 371-3034 or Rebecca Godfrey at (416) 580-2238.



Fran Hohol, CMC



Rebecca Godfrey, CMC, MBA

Senior Director
CBRE Tourism & Leisure Group
Valuation & Advisory Services
Phone: 647.943.3743

Director
CBRE Tourism & Leisure Group
Valuations & Advisory Services
Phone 647.943.3744

SCHEDULE A

ASSUMPTIONS AND LIMITING CONDITIONS

1. Unless otherwise specifically noted in the body of the report, it is assumed that title to the property or properties appraised is clear and marketable and that there are no recorded or unrecorded matters or exceptions to total that would adversely affect marketability or value. CBRE is not aware of any title defects nor has it been advised of any unless such is specifically noted in the report. CBRE, however, has not examined title and makes no representations relative to the condition thereof. Documents dealing with liens, encumbrances, easements, deed restrictions, clouds and other conditions that may affect the quality of title have not been reviewed. Insurance against financial loss resulting in claims that may arise out of defects in the subject property's title should be sought from a qualified title company that issues or insures title to real property.
2. Unless otherwise specifically noted in the body of this report, it is assumed: that the existing improvements on the property or properties being appraised are structurally sound, seismically safe and code conforming; that all building systems (mechanical/electrical, HVAC, elevator, plumbing, etc.) are in good working order with no major deferred maintenance or repair required; that the roof and exterior are in good condition and free from intrusion by the elements; that the property or properties have been engineered in such a manner that the improvements, as currently constituted, conform to all applicable local, provincial, and federal building codes and ordinances. CBRE professionals are not engineers and are not competent to judge matters of an engineering nature. CBRE has not retained independent structural, mechanical, electrical, or civil engineers in connection with this appraisal and, therefore, makes no representations relative to the condition of improvements. Unless otherwise specifically noted in the body of the report: no problems were brought to the attention of CBRE by ownership or management; CBRE inspected less than 100% of the entire interior and exterior portions of the improvements; and CBRE was not furnished any engineering studies by the owners or by the party requesting this appraisal. If questions in these areas are critical to the decision process of the reader, the advice of competent engineering consultants should be obtained and relied upon. It is specifically assumed that any knowledgeable and prudent purchaser would, as a precondition to closing a sale, obtain a satisfactory engineering report relative to the structural integrity of the property and the integrity of building systems. Structural problems and/or building system problems may not be visually detectable. If engineering consultants retained should report negative factors of a material nature, or if such are later discovered, relative to the condition of improvements, such information could have a substantial negative impact on the conclusions reported in this appraisal. Accordingly, if negative findings are reported by engineering consultants, CBRE reserves the right to amend the appraisal conclusions reported herein.

3. Unless otherwise stated in this report, the existence of hazardous material, which may or may not be present on the property, was not observed by the appraisers. CBRE has no knowledge of the existence of such materials on or in the property. CBRE, however, is not qualified to detect such substances. The presence of substances such as asbestos, urea formaldehyde foam insulation, contaminated groundwater or other potentially hazardous materials may affect the value of the property. The value estimate is predicated on the assumption that there is no such material on or in the property that would cause a loss in value. No responsibility is assumed for any such conditions, or for any expertise or engineering knowledge required to discover them. The client is urged to retain an expert in this field, if desired.

We have inspected, as thoroughly as possible by observation, the land; however, it was impossible to personally inspect conditions beneath the soil. Therefore, no representation is made as to these matters unless specifically considered in the appraisal.

4. All furnishings, equipment and business operations, except as specifically stated and typically considered as part of real property, have been disregarded with only real property being considered in the report unless otherwise stated. Any existing or proposed improvements, on or off-site, as well as any alterations or repairs considered, are assumed to be completed in a workmanlike manner according to standard practices based upon the information submitted to CBRE. This report may be subject to amendment upon re-inspection of the subject property subsequent to repairs, modifications, alterations and completed new construction. Any estimate of Market Value is as of the date indicated; based upon the information, conditions and projected levels of operation.
5. It is assumed that all factual data furnished by the client, property owner, owner's representative, or persons designated by the client or owner to supply said data are accurate and correct unless otherwise specifically noted in the appraisal report. Unless otherwise specifically noted in the appraisal report, CBRE has no reason to believe that any of the data furnished contain any material error. Information and data referred to in this paragraph include, without being limited to, numerical street addresses, lot and block numbers, land dimensions, square footage area of the land, dimensions of the improvements, gross building areas, net rentable areas, usable areas, unit count, room count, rent schedules, income data, historical operating expenses, budgets, and related data. Any material error in any of the above data could have a substantial impact on the conclusions reported. Thus, CBRE reserves the right to amend conclusions reported if made aware of any such error. Accordingly, the client-addressee should carefully review all assumptions, data, relevant calculations, and conclusions within 30 days after the date of delivery of this report and should immediately notify CBRE of any questions or errors. CBRE does not make any representation or warranty, express or implied, as to the accuracy or completeness of the information or the state of affairs of the real property furnished by the Client to CBRE and contained in any appraisal report prepared by CBRE.

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provincial, nor national government or private entity or organization have been or can be obtained or renewed for any use on which the value estimates contained in this report is based, unless otherwise stated.

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stated within the body of this report. If the Consultant has not been supplied with a termite inspection, survey or occupancy permit, no responsibility or representation is assumed or made for any costs associated with obtaining same or for any deficiencies discovered before or after they are obtained. No representation or warranty is made concerning obtaining these items. CBRE assumes no responsibility for any costs or consequences arising due to the need, or the lack of need, for flood hazard insurance.

19. Acceptance and/or use of this report constitutes full acceptance of the Contingent and Limiting Conditions and special assumptions set forth in this report. It is the responsibility of the Client, or client's designees, to read in full, comprehend and thus become aware of the aforementioned contingencies and limiting conditions. Neither the Appraiser nor CBRE assumes responsibility for any situation arising out of the Client's failure to become familiar with and understand the same. The Client is advised to retain experts in areas that fall outside the scope of the real estate appraisal/consulting profession if so desired.
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21. It is assumed that there is full compliance with all applicable federal, provincial, and local environmental regulations and laws unless noncompliance is stated, defined and considered in the appraisal report.
22. No survey of the boundaries of the property was undertaken. All areas and dimensions furnished are presumed to be correct. It is further assumed that no encroachments to the realty exist.
23. The property has been valued on the basis that the property complies in all material respects with any restrictive covenants affecting the property and has been built and is occupied and is being operated, in all material respects, in full compliance with all requirements of law, including all zoning, land use classification, building, planning, fire and health by-laws, rules, regulations, orders and codes of all federal, provincial, regional and municipal governmental authorities having jurisdiction with respect thereto. There may be work orders or other notices of violation of law outstanding with respect to the real estate as described in the report. However, such circumstances have not been accounted for in the appraisal process.
24. No inquiries have been placed with the fire department, the building inspector, the health department or any other government regulatory agency, unless such investigations are expressly represented to have been made in the report. The subject property must comply with such regulations and, if it does not comply, its non-compliance may affect the market value of the property. To be certain of such compliance, further investigations may be necessary.
25. Because market conditions, including economic, social and political factors, change rapidly and, on occasion, without notice or warning, the estimate of value expressed herein,

as of the effective date of this appraisal, cannot be relied upon as of any other date without subsequent advice of CBRE.

26. Client shall indemnify and hold CBRE fully harmless against any loss, damages, claims, or expenses of any kind whatsoever (including costs and reasonable attorneys' fees), sustained or incurred by a third party as a result of the negligence or intentional acts or omissions of Client, and for which recovery is sought against CBRE by that third party.

Important Caveat - Market Uncertainty from Novel Coronavirus

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organization as a Global Pandemic on the 11th March 2020, is causing heightened uncertainty in both local and global market conditions. Originating in Wuhan, China, the pandemic continues to develop, and since January 2020 cases have progressively and often aggressively been detected around the world. Global financial markets have seen steep declines since late February largely on the back of the pandemic over concerns of trade disruptions and falling demand. Many countries globally have implemented additional border control measures, strict travel restrictions and a range of quarantine measures.

The effect COVID-19 will have on the real estate market in the region is currently unknown and will largely depend on both the scale and longevity of the pandemic. At this stage Tourism, F&B and Retail sectors are likely to be the first impacted, due to the increased response by local and global authorities including home quarantine, restriction of travel and growing international concern. A prolonged pandemic could have a significant (and yet unknown or quantifiable) impact on other sectors of the property market. Our valuation is based on the information available to us at the date of valuation.

Given the heightened uncertainty, a degree of caution should be exercised when relying upon our valuation. Values, and incomes, may change more rapidly and significantly than during standard market conditions and we recommend that you keep the valuation of this property under frequent review.

1.

Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD(S): ALL

TITLE: 2018-2022 TERM OF COUNCIL SERVICE EXCELLENCE
STRATEGIC PLAN - YEAR 2 PROGRESS REPORT

FROM:

Jim Harnum, City Manager

ACTION: FOR INFORMATION

Purpose

To provide a progress report highlighting the key milestones achieved from year 2 (December 2019 to December 2020) of the 2018-2022 Term of Council Service Excellence Strategic Plan.

Report Highlights

- In March 2019, Council approved the new 2018-2022 Term of Council Service Excellence Strategic Plan.
- This report provides a summary of progress made in year 2 (December 2019 to December 2020).
- The vast majority of key initiatives are on track for completion in this term of Council.
- Out of 106 key strategic activities, 16 have been completed; 68 are on track and in progress; 19 are currently being monitored for adjustments in timeline or deliverables; and 3 have not yet started or on hold.
- Despite the COVID-19 global pandemic, the City has shown great readiness, resiliency and resourcefulness in its ability to adapt and still meet its strategic priorities.

Recommendation

1. That the year 2 (December 2019 to December 2020) Progress Report on the 2018-2022 Term of Council Service Excellence Strategic Plan be received.

Background

On March 19, 2019, Council unanimously approved the 2018-2022 Term of Council Service Excellence Strategic Plan that serves as a guide that identifies Council's priorities for the Term of Council. The Strategic Plan was developed to align the City's priorities, people, processes and technology so that the City can deliver on its commitments for this term of Council. It reinforces the City's mission, vision and values, representing the core of how staff and Council will conduct its affairs, centered on a strong foundation of public engagement and equally in the operation and function of the municipality.



The Strategic Plan lays out six strategic priority areas reflective of Council objectives and three strategic priority areas of Service Excellence objectives. Each strategic priority area is further broken down into goal statements and objectives that articulate the outcome that is to be achieved at the end of this term of Council. The goal statements enable the organization to cascade them into clear, focused and measurable performance results. The strategic priority areas and objective statements provide a more comprehensive approach with a modernized strategy which allows the administration to focus on those key strategic activities that will continue to build the City of Vaughan as a world class city. The 2018-2022 Term of Council Service excellence Strategic Plan bridges Vaughan Vision 2020 to the forthcoming Vaughan 2051 plan which is a key activity under the current Strategic Plan. Each year of the term of Council will consist of annual updates provided to Council on the progress being made on the delivery of the Strategic Plan. The focus on the annual reporting for Year 1 centered on the major key results in the first year as well as informing Council on new initiatives that the administration has implemented to better govern and

oversee the delivery of the Strategic Plan. The Year 1 (2019) progress report was provided to Council in March 2020. This Year 2 (2020) progress report provides an update on the key initiatives and takes into consideration how the City has been able to remain on course in its objectives in spite of COVID-19.

Previous Reports/Authority

[2018-2022 Term of Council Service Excellence Strategic Plan](#)

[2018-2022 Term of Council Service Excellence Strategic Plan year 1 Progress Report](#)

[Attachment 1: 2018-2022 Term of Council Service Excellence Strategic Plan- Year 1 Key Results](#)

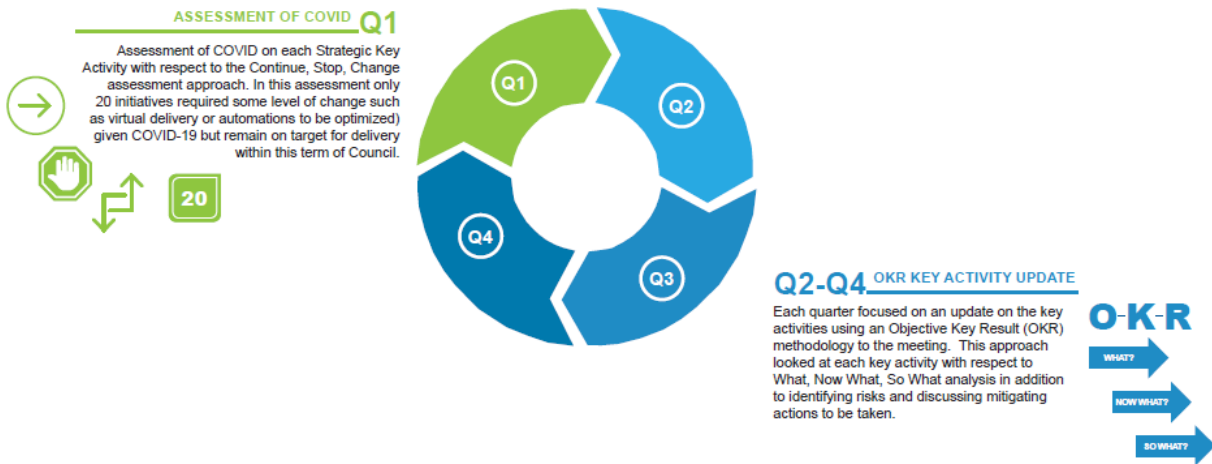
Analysis and Options.

The 2018-2022 Term of Council Service Excellence Strategic Plan articulates an actionable plan, grounded in information and data, informed through various inputs and drivers, and reflective of defined responsibility and accountability. Within the context of the City's strategic directions and the utilization of the Strategic Priority Oversight Teams (SPOTs), the Administration has made significant progress in ensuring that an effective governance model is in place as it is integral to the Administration's success in delivering on Council priorities.

Strategic Plan Governance during a Global Pandemic

On March 11, 2020, the World Health Organization declared COVID-19 a global pandemic. As part of the Strategic Plan governance model, the Strategic Priority Oversight Teams (SPOTs) continued to meet on a quarterly basis to closely monitor the evolving situation and the impact to the Strategic Plan. Having had this in place, the City's administration was effectively set up to assess the impacts of the global COVID-19 pandemic on the strategic plan and assess how to pivot the strategy (where required) to address the changing environment. This monitoring has proven to be essential during the COVID-19 crisis and integral to the ability to track and assess any impacts to the strategic priorities. Throughout the pandemic, the City has ensured that quality services are delivered for families, businesses and all citizens.

FOCUS OF EACH QUARTERLY MEETING IN 2020:



The pandemic crisis has necessitated creative responses within our strategic activities and has presented opportunities to innovate, improve and change processes to effectively achieve our strategic key activities. City staff have embraced these opportunities which is making the city stronger, more innovative and agile. Despite the COVID-19 global pandemic, the City has shown great readiness, resiliency and resourcefulness in its ability to adapt and still meet its strategic priorities.

- The vast majority of key initiatives are on track for completion in this term of Council.
- Out of 106 key strategic activities, 16 have been completed; 68 are on track and in progress; 19 are currently being monitored for adjustments in timeline or deliverables; and 3 have not yet started or on hold.

The city's administration will continue to leverage new ways of doing business while still delivering quality public services.

Business Planning – Objective and Key Results (OKRs)

The Business Planning program is integral to the successful delivery of the Strategic Plan and is the method by which the Strategic Plan is carried out at the department level. The business planning process has been enhanced to ensure better alignment to Council's strategic directions and to ensure our budget and resource allocations are aligned to delivering our strategic priorities.

This has included a new approach to business planning which includes the adoption of aligning objectives, key activities and results through the OKR methodology; a risk-based approach to planning and objective setting; and utilization of cross-functional teams in the business planning process.

The Senior Leadership Team has adopted a “Measure What Matters” approach to identifying objectives and focusing on the right key activities in order to reach desired results (outcomes and outputs). The OKR approach:

- helps to ensure we collectively focus efforts in the same direction in order to deliver on the strategic plan;
- allows for departments to focus on the most important goals and helps to avoid being distracted by unaligned goals;
- measures and tracks performance in a way that helps to motivate employees to do better;
- recognizes the majority of powerful and staff-energizing OKRs originate from/with frontline contributors;
- fosters employee alignment with overall goals;
- fosters collaboration across teams and between team members;
- ensures alignment with budget to provide greater accountability.

Within the context of the OKR management methodology, the Strategic Plan objective statements and thematic areas have been effectively aligned within OKR objectives, key activities, and results. The Administration continues to build on this success to create a more robust and disciplined approach to our business planning and priority setting approach.

As part of the update on the progress of the Strategic Plan, information on the Vaughan.ca website has now and will continue to be updated on an annual basis to reflect progress made on the delivery of the Strategic Plan with the ultimate goal of having a dynamic dashboard that is updated on an ongoing basis. Members of the public are encouraged to visit the City’s website and to review the Strategic Plan Booklet which also provides detailed information.

For complete details on the progress of each key strategic initiative, please refer to Attachment 1: 2018-2022 Term of Council Service Excellence Strategic Plan – Year 2 Key Results Brochure

Financial Impact

There is no financial impact

Broader Regional Impacts/Considerations

The Region is a key source of partnership funding or the proponent of several priority infrastructure projects that have been identified on the Strategic Plan. City staff is actively engaging Regional staff on priority planning and infrastructure projects.

Conclusion

As COVID-19 persists, the 2018-2022 Term of Council Service Excellence Strategic Plan has shown to be resilient in progressing forward in achieving the Council priorities. The City's administration has taken a disciplined and evidence-based approach to modify where required, evolve to meet the changing needs of the organization, our citizens, our business sectors and our communities; yet still able to meet our strategic priorities for this term of Council. In addition to the efforts of the City staff and Members of Council to date, the City will continue to effectively respond to the COVID-19 pandemic and ensure the effective delivery of quality public services while ensuring the safety of our staff and residents.

For more information, please contact Kathy Kestides, Director, Transformation and Strategy, extension 8412

Attachment

1. 2018-2022 Term of Council Service Excellence Strategic Plan – Year 2 Key Results Brochure

Prepared by

Kathy Kestides, Director of The Office of Transformation and Strategy, extension 8412

Approved by

A handwritten signature in black ink, appearing to read "Jim Harnum".

Jim Harnum, City Manager

Reviewed by

A handwritten signature in black ink, appearing to read "Jim Harnum".

Jim Harnum, City Manager



2018-2022
**Term of Council
Service Excellence
Strategic Plan**

**YEAR 2
KEY RESULTS**



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Mayor of Vaughan

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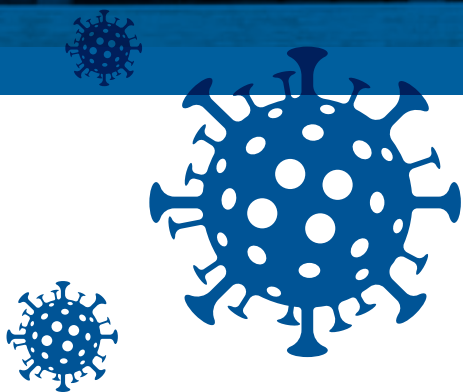
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2018-2022 TERM OF COUNCIL Service Excellence Strategic Plan

Table of Contents

Monitoring the Strategic Plan During a Global Pandemic	02
Highlights	03
Overview of Key Activities	06
Transportation and Mobility	08
City Building	12
Environmental Stewardship	16
Active, Safe and Diverse Communities	20
Economic Prosperity, Investment and Social Capital	24
Good Governance	28
Citizen Experience	32
Operational Performance	34
Staff Engagement	38



On March 11, 2020, the World Health Organization (WHO) declared COVID-19 as a pandemic. As part of the

In 2020 the pandemic crisis challenged the organization to adapt, evolve and leverage our core strengths. This has

Monitoring the Strategic Plan during a Global Pandemic

The following provides a status and progress report with highlights of Year 2 (December 2019 to December 2020) key results achieved relating to the City's key activities under each Strategic Priority objective statement.

Strategic Plan governance model, our Strategic Priority Oversight Teams (SPOTs) continued to meet on a quarterly basis to closely monitor the evolving situation and the impact to the Strategic Plan. This has proven to be essential during the COVID-19 crisis and integral to our ability to track and assess any impacts to our strategic priorities. Throughout the pandemic, the City has ensured that quality services are delivered for families, businesses and all citizens.

resulted in creative responses within our strategic activities and has presented opportunities to innovate and improve/change processes to achieve our strategic key activities. City staff have embraced these opportunities; making the City stronger, more resilient, innovative and agile. We will continue to leverage new ways of doing business while still delivering on our strategic plan.



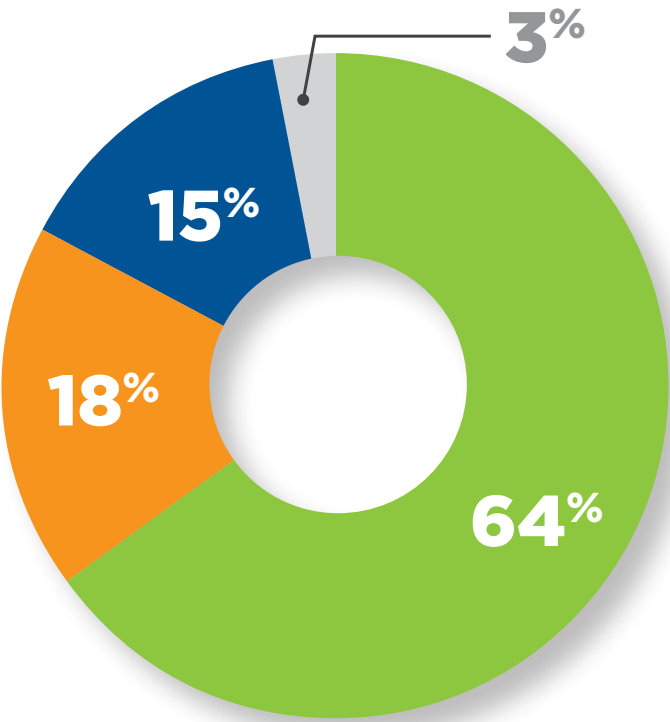
HIGHLIGHTS

The City has effectively progressed the Strategic Plan in 2020. Out of 106 key activities, 16 have been completed, 68 are in progress, 19 are being monitored, three have not yet started or are on hold.

Where some key activities had to pivot given the challenges brought on by the pandemic, the City’s administration took a disciplined and evidence-based approach to modify, where required, or evolve to meet the changing needs of the organization, our citizens, our business sectors and our communities. The City has been ready, resilient and resourceful in its approach to carrying out the strategic plan during a global pandemic.

2018-2022 Term of Council Service Excellence Strategic Plan Key Activities (106 KEY ACTIVITIES)

- Proceeding as planned, 68 (64%)
- Monitoring progress, 19 (18%)
- Complete, 16 (15%)
- Not yet started/On hold, 3 (3%)





Activities completed in 2019:

- Co-ordinate with other levels of government on the York Region Bus Rapid Transit (Highway 7, Centre Street, Bathurst Street)
- Complete the Pedestrian and Cycling Master Plan Update
- Complete the review of Green Directions Vaughan
- Attract a post-secondary institution to Vaughan
- Promote Vaughan's City Building Projects through Mayor and Members of Council attending the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce
- Establish Alternative Work Arrangements policy and procedures
- Create and develop the Great Walks of Vaughan Program
- Advance missing links at Bass Pro Mills from Romina Drive to Jane Street
- Develop a Senior Leadership Team Governance Model

Activities completed in 2020:

- Kirby Road, from Dufferin Street to Bathurst Street Environmental Assessment (EA)
- Establish an Enterprise Project and Change Management Office
- Deliver Clark Avenue Active Transportation Facility (multimodal transportation, operational and road safety improvements)
- Land acquisition for Fire Station 7-11
- Opening of Fire Station 7-4
- Implement Phase 2 (all staff learning module) of the Talent Management System (Halogen) to all staff
- Facilitate the completion and opening of the new Cortellucci Vaughan Hospital

Activities being monitored:

The following activities are currently being monitored as they have pivoted from their original project timelines due to project delays, stakeholder interdependencies and/or COVID-19 related impacts. However, these key activities are still expected to be completed in this term of Council:



Transportation and Mobility

- Vaughan Transportation Plan
- Bass Pro Mills Drive, from Highway 400 to Weston EA
- Langstaff Road EA



City Building

- Open new library at Cortellucci Vaughan Hospital
- Facilitate construction of Central Park (Phase 1)
- Undertake the City's Growth Management Strategy (Vaughan Vision 2051)
- Complete the City of Vaughan Official Plan Review



Active, Safe and Diverse Communities

- Develop and implement modernized Property Standards, Licensing (tow trucks), road allowance (new), short term rentals (new), parking by-law (parking strategy) and

fence by-laws in accordance with the By-law Strategy

- Open new library and recreation space at the Vaughan Metropolitan Centre (VMC)



Economic Prosperity, Investment and Social Capital

- Generate alternative revenue sources through city-wide sponsorship, advertising and grants
- Increase Vaughan's brand recognition as the place to be (to think, start up, invest and visit)
- Invest in the Tourism and Accommodation Industry
- Secure Vaughan as the region's largest employment centre through programs that will help our business owners

build resilience into their businesses and adapt to the new normal

- Build economic resiliency in Vaughan's priority sectors through, for example, project and policy development related to key sectors in a post-COVID-19 context



Service Excellence

- Define the Citizen Experience (service level expectations) for each business function and align service costs with service value/benefits
- Conduct the 2020 Citizen Satisfaction Survey
- Review the development application and approval process (DAAP)

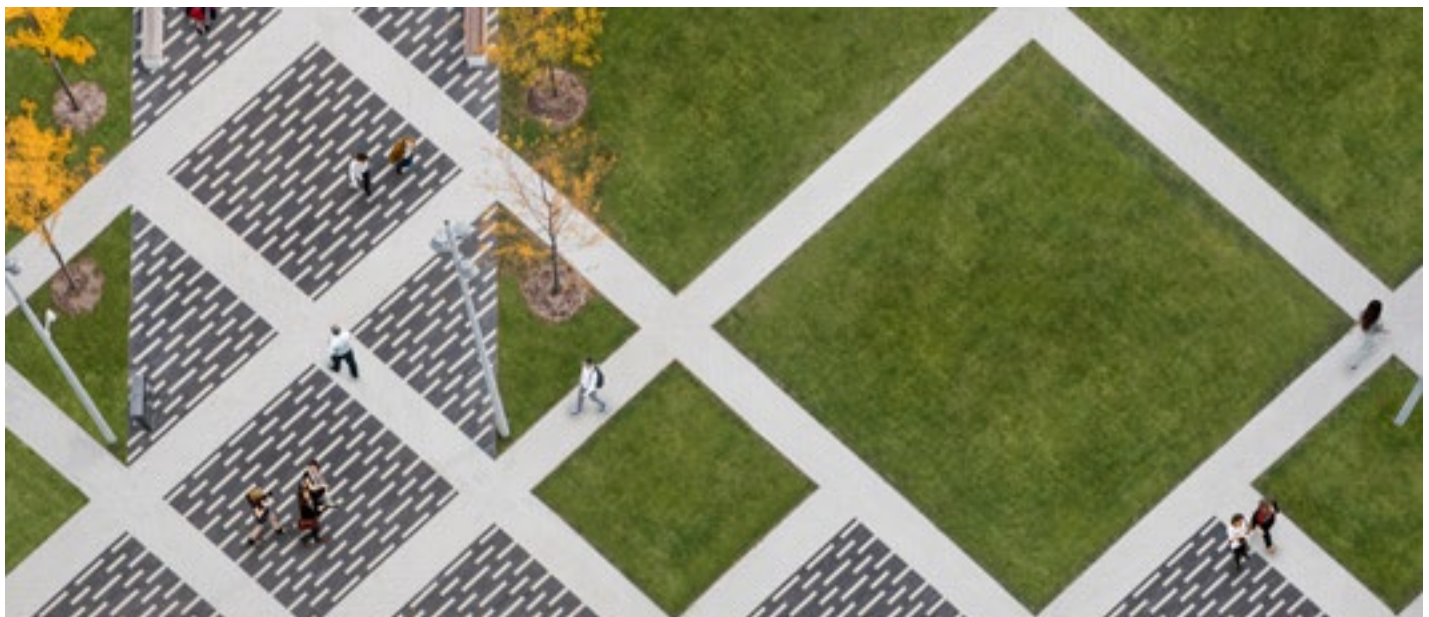


MORE THAN
5 million
views on
vaughan.ca

- Conduct the Public Works Service Level Review
- Implement Phase 3 (full performance management module for all staff) of Talent Management System (Halogen)

Activities on hold/ not yet started:

- Implement an Open Data Program (not yet started)
- Conduct the feasibility study of Fire Station 7-2 (on hold)
- Develop an Enterprise Risk Management Program (on hold)





Overview of Key Activities



Transportation and Mobility

Several projects have been initiated in 2020 to alleviate traffic throughout Vaughan. These include the Bass Pro Mills Environmental Assessment from Weston Road to Highway 400; a new bike path along Clark Avenue; the Huntingdon Road widening from Langstaff Road to Nashville Road; the Kirby Road extension from Dufferin Street to Bathurst Street; the Kirby Road Widening Environmental Assessment from Jane Street to Dufferin Street; the Teston Road Environmental Assessment west of Pine Valley Drive to Kleinburg Summit Way; and the Vaughan Transportation Plan.



City Building

The global COVID-19 pandemic has not slowed city-building in Vaughan. Development activity in the VMC has already exceeded residential targets for 2031; the City has managed and advanced more than 150 active capital projects and the construction of the new Cortellucci Vaughan Hospital met the building code requirements for occupancy and an occupancy permit was issued in 2020 and opened in February 2021.



Environmental Stewardship

The City has been converting streetlights to Light-Emitting Diode (LED) technology which will result in significant energy and cost savings; zero carbon emission retrofit has begun for Fire Station 7-1 and we have received Council endorsement to seek the financing to capitalize a residential energy retrofit program for Vaughan homeowners.



Active, Safe, and Diverse Communities

Projects in 2020 included the undertaking of the Garnet A. Williams Community Centre Revitalization Project; the Carrville Community Centre, Library and District Park Project; and Phase 2 of North Maple Regional Park. Recreation's programs and Vaughan Public Library have pivoted in their service delivery to online programs and curbside pickup for library books. The fire education and inspection program has adapted to meet community needs during the pandemic through the implementation of a virtual fire inspection program for vulnerable occupancies and recorded and released a series of short videos for Fire Prevention Week. The City has also managed the COVID-19 emergency through the introduction of regulatory policies, including the City's COVID-19 Emergency Measures By-law and the Temporary Outdoor Patio By-law, and continued to educate and achieve compliance with provincial orders and public health directives.



Economic Prosperity, Investment and Social Capital

In addition to progressing existing key activities, the City has responded to the global pandemic with programming, education, and regulatory measures through the Vaughan Business Action Plan and the Vaughan Business Resilience Plan.

A variety of resources and relief programs continue to be successfully utilized by businesses throughout the community, including frontline services via telephone, teleconference or online. While the global pandemic persists, the City of Vaughan continues to take action to help local businesses recover from the unintended consequences of the virus.



Good Governance

Launched first round of public engagement for the Ward Boundary Review; Council approved the 2021 Budget and 2022 financial plan and the Mayor introduced a Member's Resolution to establish a Ready, Resilient, Resourceful (RRR) committee which was unanimously endorsed by Council. The mandate of this new committee has been to report on issues related to the City's ongoing response efforts to the global COVID-19 pandemic. The RRR committee developed a roadmap for success which provides the key objectives and framework for the City's response, mitigation, and recovery related to the COVID-19 emergency.



Service Excellence

An additional five service types were added to the customer relationship management system to increase services for citizens including solid waste, blue box collection, green bin collection, garbage collection and yard waste collection. A new digital permitting portal was launched, enabling citizens and building industry professionals to apply, track and pay for permits online. The City implemented more than 160 process innovations and improvements as a result of COVID-19 to ensure the continued delivery of public services. Through Alternative Work Arrangements, the work of our corporation continues without disruption. Currently, more than 50 per cent of City employees continue to work from home.


TRANSPORTATION AND MOBILITY

STRATEGIC GOAL STATEMENT:






To be a fully-connected and integrated community, the City will undertake initiatives to improve the municipal road network, support the development of transit and increase cycling and pedestrian infrastructure.








 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
	Transportation and Infrastructure Task Force	On Target/In Progress

OBJECTIVE: Improve Local Road Network

STATUS	KEY ACTIVITY	COMMENTS
Develop transportation management strategy		
	Vaughan Transportation Plan	Monitoring: Delay in receiving York Region population and employment forecasts. Anticipating targets from the Region in Q1 2021.
	Traffic Management Strategy	On Target/In Progress
Advance capital road improvements		
	Kirby Road widening, Jane Street to Dufferin Street (EA)	On Target/In Progress
	Huntington Road widening	On Target/In Progress: Huntington Road widening detailed design commenced in 2020.
Advance missing links		
	Kirby Road extension, Dufferin Street to Bathurst Street (design)	On Target/In Progress
	Kirby Road, from Dufferin Street to Bathurst Street (EA) (newly added 2020 key activity)	Completed
	Bass Pro Mills Drive from Romina Drive to Jane Street	Completed
	Bass Pro Mills Drive from Highway 400 to Weston Road (EA)	Monitoring: Deferred/delayed field work; Environmental Agency approval received for the revised study workplan; ongoing communication with stakeholders.
	Canada Drive and America Avenue Bridge (formerly North Maple Community Bridge)	On Target/In Progress
	Huntington Road ramp extension	On Target/In Progress
Introduce innovative technologies		
	Mobility Pilot around GO Transit Stations	On Target/In Progress
	University of Toronto Internet of Things (IOT) initiatives	On Target/In Progress

OBJECTIVE: Support Regional Transportation Initiatives

STATUS	KEY ACTIVITY	COMMENTS
Proactively co-ordinate with other levels of governments to support:		
	Implementation of GO expansion	On Target/In Progress: Memorandum of Understanding with Metrolinx for new City-owned infrastructure in the vicinity of Maple Go Station.
	Greater Toronto Area (GTA) West multimodal transportation corridor EA study	On Target/In Progress: The Ministry of Transportation (MTO) identified preferred alignment and commenced preliminary design. Worked with York Region and MTO towards a preferred route that maintains the City's interest and reduces impacts.
	Highway 427 Extension (construction)	On Target/In Progress
	Yonge Subway Extension (design)	On Target/In Progress
	York Region Bus Rapid Transit (Highway 7, Centre Street, Bathurst Street)	Completed
	Langstaff Road EA	Monitoring: Since the second open house in November 2018, the project team has been consulting with technical agencies and property owners about the study process, technical investigations, findings and potential benefits and impacts. The project team is working closely with MTO and CN to address the complex planning and design challenges at Highway 400 and the CN MacMillan Yard, respectively. The Langstaff Road EA is anticipated to be filed for public review in early 2021.
	Teston Road missing link (EA)	On Target/In Progress
	Major Mackenzie Drive widening adjacent to hospital	On Target/In Progress: The first set of improvements will take place on Major Mackenzie Drive from Highway 400 to Jane Street. Work is scheduled from October 2020 to late 2022.



✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● Not Yet Started

OBJECTIVE: Advance Active Transportation

STATUS	KEY ACTIVITY	COMMENTS
✓	Complete the Pedestrian and Cycling Master Plan Update	Completed
●	Advance the Vaughan Super Trail initiative	On Target/In Progress: Within the Vaughan Super Trail Program, the 7-kilometre Humber Trail Feasibility draft study was completed connecting to City of Toronto from Steeles Avenue to the Boyd Conservation Area Trail. Public consultation is underway.
✓	Deliver Clark Avenue Active Transportation Facility (multimodal transportation, operational and road safety improvements)	Completed: Clark Avenue dedicated cycling path was completed and opened in December 2020. This helps to create easier and more efficient ways for people to bike, walk and drive through the community.



An aerial photograph of a cityscape. In the foreground, a large construction site is visible with a tall yellow crane and various construction materials. In the background, several tall, modern skyscrapers with glass facades rise above the city. The image has a green tint.

CITY BUILDING




STRATEGIC GOAL STATEMENT:

To build a world-class city, the City will continue its planning and development in support of key city-wide developments and initiatives that encompass good urban design and public spaces that foster community well-being.

 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
	Hospital Precinct Task Force	Not Yet Started
	Affordable Housing and Growth Task Force	Not Yet Started

OBJECTIVE: Develop the Mackenzie Vaughan Hospital Precinct

STATUS	KEY ACTIVITY	COMMENTS
	Facilitate the completion and opening of the new Cortellucci Vaughan Hospital	Completed: On June 26, 2020 the construction of the hospital met the building code requirements for occupancy and an occupancy permit was issued.
	Complete the Vaughan Healthcare Precinct Feasibility Study	On Target/In Progress: Worked with York University, Mackenzie Health and ventureLAB to advance healthcare opportunities in Vaughan. Opportunities Assessment report for the Feasibility Study on economic development opportunities in the Vaughan Healthcare Centre Precinct has been substantially completed and is being reviewed by project stakeholders. Targeted study completion: Q1 2021.
	Open new library at the Cortellucci Vaughan Hospital	Monitoring: Due to COVID-19 restrictions, the opening of the new VPL library is anticipated to take place late Q3 2021. VPL continues to update plans for operating the new facility considering the provincial restrictions








✓ Completed
● On Target/In Progress
▲ Monitoring
● Not Yet Started

OBJECTIVE: Develop the Vaughan Metropolitan Centre (VMC)

STATUS	KEY ACTIVITY	COMMENTS
▲	Facilitate construction of Central Park (Phase 1)	Monitoring: Ongoing discussions on the design and governance.
●	Further development of Edgeley Park (Phase 1)	On Target/In Progress
●	Develop the VMC as a complete community	<p>On Target/In Progress: Completed Phase 1 of the VMC parks and Wayfinding Master Plan.</p> <p>While considering all VMC applications, there are currently 32,382 residential units, representing a population of 64,116 residents at various stages of approval or construction. This achieves 270 per cent of the 2031 Secondary Plan residential unit target and 256 per cent of the population target.</p> <p>Installation and unveiling of the first temporary public art piece in the VMC, titled Metropolis in Motion in Q4 2020, and advancement of an request for proposal (RFP) for Phase 2 of the Feasibility Study for a Cultural Arts Centre in the VMC expected to be released for bid at the end of Q1 2021.</p>

OBJECTIVE: Elevate Quality of Life Through City Planning

STATUS	KEY ACTIVITY	COMMENTS
	Undertake the City's Growth Management Strategy (Vaughan Vision 2051)	Monitoring: The City's growth management strategy is made up of several projects including the Official Plan review which has been delayed due to changes in Provincial Policy, which resulted in delays to the Region's Municipal Comprehensive Review/ Official Plan Review.
	Complete the City of Vaughan Official Plan Review	Monitoring: Delays in the Region's Municipal Comprehensive Review has delayed the timelines from the original project plan. This project is expected to get back on track in 2021.
	Advance 900-acre vision for North Maple Regional Park	On Target/In Progress: Continued to advance development of North Maple Regional Park with 30 per cent design for Phase 2 completed by the Technical Advisor consultant team in December 2020.
	Work with York Region to increase availability and affordability of housing choices	On Target/In Progress
	Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas	On Target/In Progress

928 residential units

APPROVED 

by Committee of the Whole

INCLUDING:

- **112** apartments
- **410** townhouses
- **404** single homes
- **2** semi-detached homes

150+
Capital
Projects
ADVANCED

MORE THAN
2,955
BUILDING PERMITS
issued valued at
\$1.15
BILLION



ENVIRONMENTAL STEWARDSHIP

STRATEGIC GOAL STATEMENT:

To protect the environment and foster a sustainable future, the City will act as a steward to preserve the natural environment by encompassing principles of environmental protection into our social and economic initiatives.

✓ Completed
● On Target/In Progress
▲ Monitoring
● Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Environmental Stewardship Task Force	Not Yet Started

OBJECTIVE: Protect and Respect Our Environment

STATUS	KEY ACTIVITY	COMMENTS
✓	Complete the review of Green Directions Vaughan	Completed: The revised Green Directions Vaughan was approved by Council in December 2019. The plan moving ahead is to implement the actions with partner departments, although tracking of implementation has been delayed by COVID-19.

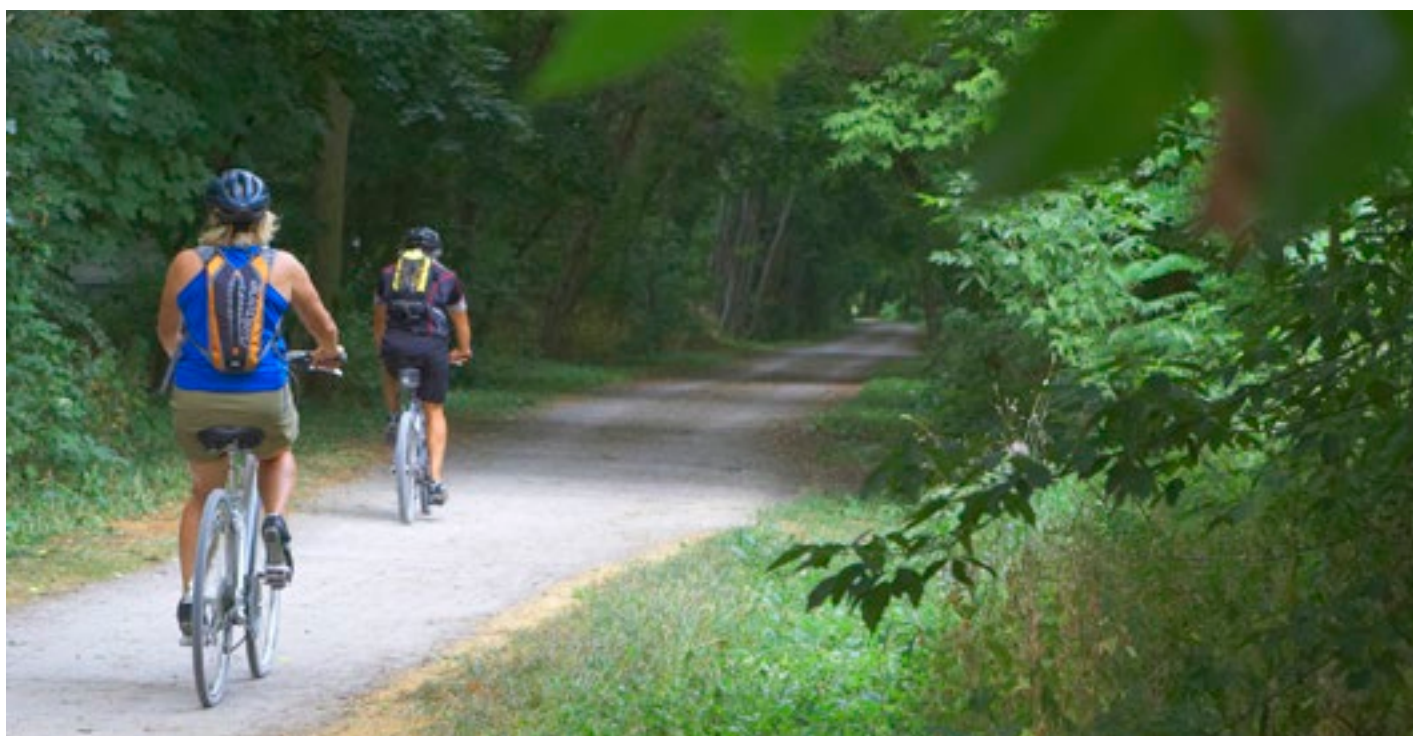
OBJECTIVE: Proactive Environmental Management

STATUS	KEY ACTIVITY	COMMENTS
●	Deliver an Asset Management Plan for the City's Urban Forests	On Target/In Progress: Awarded tender for the development of an Asset Management Plan for the City's Urban assets and program has commenced.



OBJECTIVE: Build the Low Carbon Economy and a Resilient City

STATUS	KEY ACTIVITY	COMMENTS
●	Promote energy efficiency in the business sector in partnership with key stakeholders	On Target/In Progress
●	Aim to meet new energy efficiency targets in City facilities and promote green building for new developments	<p>On Target/In Progress: Contract completed by ClimateWise Business Network and report submitted on outreach to owners of commercial floor space. This will assist the City to track progress in commercial/industrial sector energy use, greenhouse gas (GHG) reductions, and compliance to the Energy and Water Reporting of Buildings (EWRB) regulation.</p> <p>Zero carbon emission retrofit has begun for Fire Station 7-1.</p> <p>Phase 1 of the LED Project resulted in 22,000 of the 27,000 streetlights being converted from High Pressure Sodium (HPS) to LED. Future phases will address the remaining fixtures.</p>





✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Tree Maintenance Plan	On Target/In Progress
●	Advance a home energy renovation initiative to reduce GHG emissions from residential dwellings (newly added 2020 key activity)	On Target/In Progress: Received Council endorsement to seek the financing to capitalize a residential energy retrofit program for Vaughan homeowners. The City submitted an application to the Federation of Canadian Municipalities (FCM) for grant funding and a loan to launch a home energy retrofit program to reduce GHG emissions from residential dwellings. FCM indicated a response early in 2021.





ACTIVE, SAFE AND DIVERSE COMMUNITIES







STRATEGIC GOAL STATEMENT:

To ensure the safety and well-being of citizens, the City will commit to engagement and cohesiveness by supporting and promoting community events, arts, culture, heritage, sports and fire prevention awareness.





 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
	Diversity and Citizen Engagement Task Force	On Target/In Progress
	Older Adult Task Force	On Target/In Progress

OBJECTIVE: Enhance Community Well-Being

STATUS	KEY ACTIVITY	COMMENTS
	Develop and implement modernized property standards, licensing (tow trucks), road allowance (new), short term rentals (new), parking by-law (parking strategy) and fence by-laws in accordance with the By-law Strategy	Monitoring: Shift in priorities due to focus on COVID-19 enforcement of provincial orders and public health directives. Continue to monitor legislation for impact on existing by-laws.
	Develop and implement a City-Wide Events Intake Process	On Target/In Progress
	Open new library and recreation space at VMC	Monitoring: Delay with the construction site has caused a delay in the library opening and recreation space. Expected Q3 2021 opening.
	Undertake the design of the new community centre and park in the Carrville area	On Target/In Progress: Undertaking detailed design of the new community centre, library and district park in the Carrville area.
	Create and develop the Great Walks of Vaughan Program	Complete: Received a 2020 Parks and Recreation Ontario (PRO), Operational Excellence Award (awarded to municipalities over 100,000 in population) for the Great Walks of Vaughan.
	Revitalization of Garnet. A Williams Community Centre	On Target/In Progress: Detailed design plans commenced for the revitalization of Garnet A. Williams Community Centre.

OBJECTIVE: Enrich Our Community

STATUS	KEY ACTIVITY	COMMENTS
	Advance the development of an inclusive citizen engagement framework	On Target/In Progress
	Develop creative and cultural amenities and nurture community engagement	On Target/In Progress: Developed new partnerships and increased awareness about city offerings of inclusive and diverse cultural events, programs and opportunities throughout year. Vaughan Culture Days 2020 went virtual. It was another success, reaching an audience of more than 50,000 viewers.
	Increase public art awareness and develop community public art place-making	On Target/In Progress: Nov. 17, 2020 marked the first public art installation in City-Wide Public Art Program in partnership with Meneks QuadReal and Festival Development in VMC.
	Move forward with Inclusion Charter Action Plan	<p>On Target/In Progress: Inclusion Charter Project has completed the approval and the recognition ceremony for Vaughan's Inclusion Charter Statement. A benchmarking report was completed by an internal staff group.</p> <p>The Diversity and Inclusion Task Force has been appointed by Council. A future Diversity and Inclusion Action Plan will be pursued as part of the York Region Inclusion Charter Project.</p>



MORE THAN
480
EOC DATA REPORTS
informed evidenced
based decisions

MORE THAN
5,000
FOLLOWERS/SUBSCRIBERS
on **Recreation** social channels





BI-WEEKLY
COVID-19
RESEARCH REPORTS
conducted by VPL



MORE THAN
730,000
borrowed items through
VPL Curbside Pick-up Program



Completed
 On Target/In Progress
 Monitoring
 Not Yet Started

OBJECTIVE: Maintain Safety in Our Community

STATUS	KEY ACTIVITY	COMMENTS
	Provide a comprehensive fire protection program through public education and fire code enforcement	On Target/In Progress
	Implement strategies to support sustainable fire protection and emergency services (newly added key activity in 2020)	On Target/In Progress
	Land acquisition for Fire Station 7-11	Completed
	Land acquisition for Fire Station 7-12	On Target/In Progress
	Design of Fire Station 7-12 (newly added key activity in 2020)	On Target/In Progress
	Open Fire Station 7-4	Completed
	Conduct the feasibility study of Fire Station 7-2	On Hold: Delayed in 2020; to be reassessed in 2021 based on resources.
	Implement recommendations from the School Crossing Guard Program Review	On Target/In Progress
	Develop and implement a Corporate Security Plan	On Target/In Progress



ECONOMIC PROSPERITY, INVESTMENT AND SOCIAL CAPITAL

STRATEGIC GOAL STATEMENT:

To ensure Vaughan continues to be the place to be, the City will undertake initiatives to ignite economic prosperity and social capital, and celebrate Vaughan as an entrepreneurial city and the gateway to economic activity in the Greater Toronto Area, Ontario and Canada.



✓ Completed ● On Target/In Progress ▲ Monitoring ● Not Yet Started





STATUS	KEY ACTIVITY	COMMENTS
●	Smart City Task Force	On Target/In Progress
●	Economic Prosperity Task Force	On Target/In Progress

OBJECTIVE: Advance Economic Opportunities

STATUS	KEY ACTIVITY	COMMENTS
●	Advance Smart City and technology-led economic development opportunities	On Target/In Progress
✓	Mayor and Members of Council attend the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce	Completed
▲	Generate alternative revenue sources through city-wide sponsorship, advertising and grants	Monitoring: Decline in alternative revenue sources due to COVID-19.



OBJECTIVE: Attract New Investments

STATUS	KEY ACTIVITY	COMMENTS
	Attract a post-secondary institution to Vaughan	Completed
	Invest in the Tourism and Accommodation Industry	Monitoring: Shifting COVID-19 regulations require adjusting of programming.
	Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks	<p>On Target/In Progress: Launched two new Economic Development and Tourism brands and websites to share information with the business community and promote the destination to help businesses grow in Vaughan.</p> <p>Delivered Season 2 of the Vaughan Rising Podcast showcasing the resilience of Vaughan's business community by talking to leaders who are getting creative during COVID-19.</p>
	Build economic resiliency in Vaughan's priority sectors through, project and policy development related to key sectors in a post-COVID-19 context (newly added key activity in response to COVID-19)	Monitoring: Launched Grow with Vaughan Program, the City's newest partnership program offering budget-friendly, highly visible sponsorship opportunities for local businesses. The program provides the opportunity to build brand awareness in a targeted community along with positive brand association by contributing to the quality of life and beautification of the neighbourhood they operate in.



Grow with
VAUGHAN
SPONSORSHIP
PROGRAM
MORE THAN
50 locations
City-wide

MORE THAN
800
LOCAL BUSINESS
ADVISORY CONSULTATIONS
facilitated



LAUNCHED NEW
Economic
Development
and **Tourism**
microsites
with **over**
58,000
VIEWS

OBJECTIVE: Enable a Climate for Job Creation

STATUS	KEY ACTIVITY	COMMENTS
●	Develop Vaughan as an entrepreneurial and small-business and innovation hub	On Target/In Progress
●	Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centres (International Business Development)	On Target/In Progress
●	Promote the development of Vaughan's industrial sectors and business parks	On Target/In Progress
▲	Increase Vaughan's Brand Recognition as the place to be (to Think, Start-up, Invest and Visit)	Monitoring: COVID-19 continues to impact this activity via restrictions on spending and hosting/attending in-person events.
●	Contribute to the development of a complete community in the VMC by improving awareness of the VMC as a premier office and retail business location, activating public spaces through signature events, and setting the stage for a creative and cultural hub	On Target/In Progress
▲	Secure Vaughan as the Region's largest employment centre through programs that will help our business owners build resilience into their businesses and adapt to the new normal (newly added 2020 key activity in response to COVID-19)	Monitoring: Due to staffing constraints, this will be progressing at a slower pace than originally anticipated.





GOOD GOVERNANCE







STRATEGIC GOAL STATEMENT:

To effectively pursue Service Excellence in governance and fiscal responsibility, the City will hold the public's trust through inclusive, transparent and accountable decision-making, responsible financial management, and superior service delivery and effective communication.

 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
	Effective Governance and Oversight Task Force	On Target/In Progress

OBJECTIVE: Ensure Transparency and Accountability

STATUS	KEY ACTIVITY	COMMENTS
	Conduct Ward Boundary Review	On Target/In Progress: Initiated a Ward Boundary Review in advance of the 2022 Municipal Election with the first round of public engagement commenced.
	Explore voting technology	On Target/In Progress: Completed a review of voting technology in advance of the 2022 Municipal Election.
	Establish an Enterprise Project and Change Management Office	Completed
	Execute the Internal Audit Risk Plan	On Target/In Progress: 100 per cent of the Audit workplan was executed. Council Approval of the establishment of an Audit Committee.
	Initiate and pilot an Enterprise Content Management (ECM) System	On Target/In Progress: Completed Phase 1 of the implementation of an ECM System, including establishing requirements and completing an ECM Strategy and Implementation Plan, ECM Business Case and a Corporate Engagement Strategy.
	Develop an Enterprise Risk Management (ERM) Program	On Hold: The City will continue to assess, monitor and mitigate operational, reputational, service and financial risk, but we will not develop a centralized ERM program during this Term of Council as a result of resource limitations.



OBJECTIVE: Commitment to Financial Stewardship and Sustainability (Demonstrate Value for Money)

STATUS	KEY ACTIVITY	COMMENTS
●	Develop a long-range Fiscal Plan and forecast	On Target/In Progress: The Financial Condition Assessment of the City (FCA) was completed and received by Council in November 2020. The FCA will inform strategic decisions and financial models in the development of the Long-range Fiscal Plan.
●	Continue to refine Fiscal Framework policies to support financial sustainability	On Target/In Progress: Strengthened the City's fiscal framework and developed/updated key fiscal policies such as Debt Policy, Development Charge Interest Policy, Development Charge Deferral Policy and Letter of Credit policy.
●	Complete the Strategic Asset Management Policy and Asset Management Plans for core assets	On Target/In Progress: Awarded contract to successful consultant regarding the Strategic Asset Management Policy and Asset Management Plan for Core Assets.







CITIZEN EXPERIENCE





STRATEGIC GOAL STATEMENT:

To ensure citizens receive the best experience in person, by telephone and electronically, the City will provide exceptional end-to-end citizen-centred services, enhance access and streamline services with the use of technology.

OBJECTIVE: Commitment to Citizen Service

STATUS	KEY ACTIVITY	COMMENTS
	Define the Citizen Experience (service-level expectations) for each business function and align service costs with service value/benefits	Monitoring: Project start-up delayed in 2020 due to pivoting resources to support COVID-19 response. Currently in the preliminary planning phase.
	Conduct the Citizen Satisfaction Survey	Monitoring: Was originally scheduled for 2020; currently being reassessed given the pandemic.

OBJECTIVE: Transform Services through Technology

STATUS	KEY ACTIVITY	COMMENTS
	Implement the Customer Relationship Management System	On Target/In Progress: An additional five service types were added to increase services for citizens including solid waste, blue box collection, green bin collection, garbage collection and yard waste collection.
	Implement Digital Strategy Initiatives	On Target/In Progress
	Implement an Open Data Program	Not Yet Started: Open Data, as a specific initiative has not commenced given resources shifting in response to the pandemic. In reviewing the data strategy, Open Data has been recalibrated, and is now dependent on the Data Catalogue initiative. This new approach first aims to build a culture of data sharing internal to the City before expanding to sharing data via Open Data.
	Implement the new vaughan.ca website	On Target/In Progress



OPERATIONAL PERFORMANCE.

STRATEGIC GOAL STATEMENT:

To continue to foster a culture of continuous improvement, the City will support competencies and practices in innovation and process efficiencies.



OBJECTIVE: Leverage Data-Driven Decision-Making

STATUS	KEY ACTIVITY	COMMENTS
	Develop Data Management and Data Analytics Framework	On Target/In Progress: Preliminary framework developed. The utilization of data and analytics has proven integral to COVID-19 related decision making.
	Establish Corporate Performance Measurement (CPM) program and related performance scorecards for each portfolio/department	On Target/In Progress



MORE THAN
161
innovations
and process
improvements
IMPLEMENTED


63 staff
received their
WHITE BELT LEAN
CERTIFICATION



59 staff
received their
GREEN BELT LEAN
CERTIFICATION



OBJECTIVE: Promote Innovation and Continuous Improvement

STATUS	KEY ACTIVITY	COMMENTS
	Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement (leverage existing and new technology and systems)	On Target/In Progress
	Implement continuous improvement initiatives and business process reviews to improve operations and service delivery/service modernization: a) Review and enhance the Development Application and Approval process (DAAP)	Monitoring: Timeline delays to allow for the upgrade of internal software solution.
	b) Implement the Finance Modernization project	On Target/In Progress
	c) Conduct the Public Works Service Level Review	Monitoring: Pivot from external consultant to in-house project delivery which has impacted original timelines.
	d) Counter Service Transformation (newly added key activity in 2020)	On Target/In Progress: New vision to modernize and transform the City's counter service delivery; working towards the implementation of a one-stop-shop, integrated service approach for the citizen.
	e) Develop Contract Management Framework (newly added key activity in 2020)	On Target/In Progress
	f) Implement Ideas @ Work (newly added key activity in 2020)	On Target/In Progress









STAFF ENGAGEMENT




STRATEGIC GOAL STATEMENT:

To ensure an engaged workforce, the City will continue to foster initiatives that create a positive work environment through staff development, and workplace health, safety and wellness with strengthened leadership, communication and engagement opportunities.

OBJECTIVE: Empower Staff

STATUS	KEY ACTIVITY	COMMENTS
	Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)	On Target/In Progress: Staff engagement survey completed in November 2019; ongoing initiatives to enhance staff engagement.
	Develop a Workplace Wellness Program	On Target/In Progress
	Establish Alternative Work Arrangements (AWA) Policy and Procedures	Completed: AWA Policy and Procedures developed along with Telework resources and support provided to leaders and staff. More than 50 per cent of the City's employees continue to effectively and productively work from home. The pandemic has accelerated this initiative and proved working from home (where operationally feasible) to be successful.
	Continue the delivery of the Learning and Organizational Development Program	On Target/In Progress: Due to COVID-19, pivoted learning and development courses to virtual offerings were made available so learning and development could continue throughout the organization for all staff.

OBJECTIVE: Develop Leadership

STATUS	KEY ACTIVITY	COMMENTS
	Develop a Senior Leadership Team Governance Model	Completed
	Develop and Implement a Succession Planning Framework	On Target/In Progress: Succession Planning Framework approved by Senior Leadership Executive.
	Develop a Mentorship Program	On Target/In Progress: Program will be rolled out with the Emerging Leaders program as a pilot to the larger organizational mentorship program. Draft plan is currently underway.

✓ Completed
● On Target/In Progress
▲ Monitoring
● Not Yet Started

OBJECTIVE: Manage Performance

STATUS	KEY ACTIVITY	COMMENTS
●	Implement the Workforce Management System (Time and Attendance Program)	On Target/In Progress
✓	Implement Phase 2 (all staff learning module) of the Talent Management System (Halogen) to all staff	Completed
▲	Implement Phase 3 (full performance management module for all staff) of Talent Management System (Halogen) (newly added in 2020)	Monitoring: The strategy is being reassessed.





City of Vaughan
Office of Transformation and Strategy

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

vaughan.ca



Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD(S): ALL

TITLE: PROCLAMATION REQUESTS:
VAUGHAN DOWN SYNDROME DAY;
150TH ANNIVERSARY OF THE TORONTO & YORK REGION
LABOUR COUNCIL;
ISRAEL'S INDEPENDENCE DAY; AND
PERSONAL SUPPORT WORKER (PSW) DAY

FROM:

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

ACTION: DECISION

Purpose

To seek approval for proclamation requests for: Vaughan Down Syndrome Day, the 150th Anniversary of the Toronto & York Region Labour Council, Israel's Independence Day, and Personal Support Worker (PSW) Day; and to seek direction on the request for City Hall Illumination for Israel Independence Day and PSW Day.

Report Highlights

- Respond to requests from the Down Syndrome Association of York Region (DSAYR), the Toronto & York Region Labour Council, the Consulate General of Israel (Toronto and Western Canada), and The Canadian PSW Network.
- Proclamation requests are for dates between March and May 2021.

Recommendations

1. That March 21, 2021 be proclaimed as "Vaughan Down Syndrome Day";
2. That a proclamation be issued April 12, 2021 to recognize the 150th Anniversary of the Toronto & York Region Labour Council;
3. That April 15, 2021 be proclaimed as "Israel Independence Day", and that Council provide direction on the illumination of City Hall in Blue and White;

Item 7
Page 1 of 5

4. That May 19, 2021 be proclaimed as “Personal Support Worker Day”, and that Council provide direction on the illumination of City Hall in Blue and Green; and
5. That the proclamations be posted on the City’s website and the Corporate and Strategic Communications department be directed to promote the above-noted proclamations through the various corporate channels.

Background

Vaughan Down Syndrome Day

Correspondence was received from the Down Syndrome Association of York Region on February 3, 2021 requesting a proclamation.

The Down Syndrome Association of York Region has been providing services and promoting a positive image of people with Down Syndrome as being valuable members of the community for over 24 years. World Down Syndrome Day is a global awareness day that has been officially observed since 2012, and they would like the City to officially proclaim “Vaughan Down Syndrome Day”.

150th Anniversary of the Toronto York Region Labour Council

Correspondence was received from the Toronto & York Region Labour Council on February 10, 2021, requesting a proclamation on April 12, 2021 to recognize their 150th Anniversary.

Founded on April 12, 1871, the Labour Council has organized working people to join together in the quest for economic and social justice. The Labour Council represents 220,000 women and men who work in every sector of the economy, and their collective efforts have strengthened the communities in which they work and live.

Israel’s Independence Day

Correspondence was received from the Consulate General of Israel (Toronto and Western Canada) on February 19, 2021 requesting a proclamation as the State of Israel will be celebrating its 73rd Independence Day on April 15, 2021. They have also requested that City Hall be illuminated in Blue and White on the evening of April 14, 2021.

The proclamation request has been previously approved by Council.

Personal Support Worker (PSW) Day

Correspondence was received from the Canadian PSW Network on January 14, 2021 requesting a proclamation and illumination at City Hall, in their Network's colours – Blue and Green, on May 19, 2021.

Personal Support Workers's care for the community's most vulnerable, with the past year being extremely challenging. Throughout the pandemic they have given so much of themselves every day to ensure the safety and care of our seniors and vulnerable. The Canadian PSW Network is a not-for-profit network that provides support, resources, and advocacy for PSW's.

Previous Reports/Authority

Israel's Independence Day - [Committee of the Whole - March 9, 2020](#)

Analysis and Options

Vaughan Down Syndrome Day

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

"An official and ceremonial statement made by or under the authority of Council, recognizing a cause, event or commemoration of significance to the City of Vaughan and its citizens.

2.1. For the purposes of section 2, a proclamation may be issued for:

- 2.1.3. Charitable and non-profit fundraising campaigns;
- 2.1.4. Public awareness campaigns;"

150th Anniversary of the Toronto & York Region Labour Council

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

"An official and ceremonial statement made by or under the authority of Council, recognizing a cause, event or commemoration of significance to the City of Vaughan and its citizens.

2.1. For the purposes of section 2, a proclamation may be issued for:

- 2.1.6. Special recognition for individual or organizational achievements".

Israel's Independence Day

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

"An official and ceremonial statement made by or under the authority of Council, recognizing a cause, event or commemoration of significance to the City of Vaughan and its citizens.

2.1. For the purposes of section 2, a proclamation may be issued for:

2.1.1. Arts, culture or heritage commemorations in the City of Vaughan"

Personal Support Worker Day

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

"An official and ceremonial statement made by or under the authority of Council, recognizing a cause, event or commemoration of significance to the City of Vaughan and its citizens.

2.1. For the purposes of section 2, a proclamation may be issued for:

2.1.3. Charitable and non-profit fundraising campaigns;

2.1.4. Public awareness campaigns"

Illumination Requests

An Illumination Policy is currently in development and expected to be before Council for approval in Q2 2021. As the City does not currently have a policy in place for illumination requests, staff will require direction from Council.

Financial Impact

There is no expected financial impact with respect to this request.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

Having reviewed the requests, staff is recommending that March 21, 2021 be proclaimed as Vaughan Down Syndrome Day; that a proclamation be issued on April 12, 2021, commemorating the 150th Anniversary of the Toronto & York Region Labour Council; that April 15, 2021 be proclaimed as Israeli's Independence Day; that May 19,

2021 be proclaimed Personal Support Worker Day; that Council provide direction on the illumination requests from the Consulate General of Israel and the Canadian PSW Network; and finally that the proclamations be posted on the City's website and that the Corporate and Strategic Communications department be directed to promote the proclamations through the various corporate channels.

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

Attachments

1. Correspondence from the President, Down Syndrome Association of York Region, received February 3, 2021.
2. Correspondence from the President, Toronto & York Region Labour Council, received on February 10, 2021.
3. Correspondence from the Director of Government Relations, Consulate General of Israel (Toronto and Western Canada), received on February 19, 2021.
4. Correspondence from the Founder and CEO, The Canadian PSW Network, received on January 14, 2021.

Prepared by

Shari Gouzvaris, Supervisor, City Clerk's Administrative Services, ext. 8280

Approved by



Wendy Law
Deputy City Manager
Administrative Services &
City Solicitor

Reviewed by



Jim Harnum, City Manager

Office of the City Clerk
City of Vaughan
Vaughan City Hall, Level 100
2141 Major Mackenzie Dr.
Vaughan, ON L6A 1T1

Re: Flag Raising & Proclamation Request for World Down Syndrome Day on March 21, 2021

Dear Sir/Madame:

For over 24 years the Down Syndrome Association of York Region (DSAYR) has been providing valuable services and promoting a positive image of people with Down syndrome as being valuable community members. We are a group of parents, individuals with Down syndrome, educators and community support professionals who firmly believe in the inherent equality of people with Down syndrome.

World Down Syndrome Day (WDSD), March 21st, is a global awareness day which has been officially observed by the United Nations since 2012. The Province of Ontario proclaimed March 21st as Ontario Down Syndrome Day, since 2016.

As such, we are requesting the City of Vaughan join our celebration by raising the DSAYR's flag from Friday March 19 to Monday March 22, 2021 and to Proclaim March 21st as "Vaughan" Down Syndrome Day. We are making a similar request of all 9 Municipalities in York Region, so that this day can be recognized throughout our communities, in unison. During this pandemic, this is the safest and most widespread way for us to promote awareness.

We also ask that the event be promoted via the City of Vaughan's social media mediums as you see fit (Twitter, Facebook, Instagram, YouTube, LinkedIn etc.).

We would greatly appreciate the City of Vaughan's assistance in promoting World Down Syndrome Day on March 21, 2021.

We will arrange for delivery of our organization's flag once our request has been approved.

The City of Vaughan's support is important to us. Thank you for considering our request. You can contact us at 416-410-DOWN or email us at info@dsayr.ca.

Sincerely,

Domenic Gentilini

Domenic Gentilini
President, DSAYR



February 10, 2021

Maurizio Bevilacqua, Mayor
City of Vaughan
2141 Major Mackenzie Drive
Maple L6A 1T1

Dear Mayor Bevilacqua:

This year marks the 150th anniversary of the Toronto & York Region Labour Council. Founded on April 12th 1871, the Labour Council has organized working people to join together in the quest for economic and social justice ever since. Over the coming months we will share the story of those who came before us and celebrate their collective efforts for social solidarity, equity and respect.

Our history began on the land of Indigenous communities, and it has been forged by those who have come from around the world as immigrants or refugees to build Canada's largest urban centre. In no small part, the quality of life which Canadians enjoy today derives from the sacrifices and struggles of past generations.

Today the Labour Council represents 220,000 women and men who work in every sector of the economy. From the beginning, the labour movement in greater Toronto has been guided by the principle that "What we desire for ourselves, we wish for all". Our collective efforts have strengthened the communities in which we work and live, and helped sustain vital public services and programs.

This is a formal request that the City of Vaughan issue a proclamation for April 12, 2021 in recognition of this historic milestone.

We are also asking you to provide the opportunity to use public spaces for a display and possible live events, when and if the current pandemic allows us to do so.

Yours truly,

A handwritten signature in black ink, reading 'J. Cartwright'.

John Cartwright
President

cope 343



Attachment 3

Mr. Todd Coles, City Clerk
2141 Major Mackenzie Dr
Maple, ON
L6A 1T1

February 19, 2021

Dear Mr. Coles,

Please consider this letter as a formal request to use the Vaughan City Council to issue a proclamation that would mark Thursday, April 15th, as Israel's 73rd Independence Day/ Yom Haatzmaut and include the raising of flag of the State of Israel at the Courtesy Flag Pole and that City Hall will be illuminated in the colors of Blue and White on the evening of April 14th.

Due to the ongoing Covid-19 Pandemic and the current health regulations in place, the Consulate General of Israel in Toronto understands that in person ceremonies are not an option this year, but would like to mark the occasion to celebrate the strong friendship between the City of Vaughan and the State of Israel with the raising of the flag of the State of Israel.

I appreciate you taking the time to review this request and present it before City Council on behalf of the Consulate General of Israel in Toronto.

Please feel free to contact me with any questions or concerns.

Sincerely,

Jordan Falkenstein
Director, Government Relations
Consulate General of Israel
2 Bloor St. E, Suite 400
Toronto, ON, M4W 1A8
Telephone: 416-640-8540 Cell: 647-608-5944
E-mail: Govt-Relations@toronto.mfa.gov.il



Consulate General of Israel
Toronto and Western Canada



israelintoronto



@israelintoronto



THE CANADIAN PSW NETWORK

Keeping The CARE in Health Care

www.canadianpswnetwork.org

Proclamation Request

January 14th, 2021

To Whom This Concerns:

We are reaching out to respectfully request that your office grant us an official proclamation for Personal Support Worker (PSW) Day on May 19th of this year.

PSWs have selflessly and tirelessly provided care to our community's most vulnerable through an extraordinarily challenging year, a year made more precarious by a pandemic the likes of which many of us have never seen. Through all of this they have been, and continue to remain, steadfast and true. They have given so much of themselves every day, sacrificing their own health, safety, time with their families, even their lives to ensure the safety and care of our seniors and vulnerable.

As a proud Certified PSW myself, and Founder and CEO of The Canadian PSW Network; a not-for-profit network providing support, resources and advocacy for our fellow PSWs, I'm asking that you join with us in recognizing May 19th of this year in an official capacity with a Mayoral Proclamation deeming May 19th, 2021 as Official PSW Day on behalf of yourself and The Canadian PSW Network.

PSWs only get recognition this one day a year and I firmly believe they truly deserve our community leader's recognition and respect for everything they have done through this pandemic and through the horrific working conditions they face every day, especially in the Long-term Care setting.

If your office does not provide proclamations, but has an alternative such as a lighting of City Hall, we would be appreciative of the show of support and recognition however you can.

*If your office does not provide proclamations, but has an alternative such as a lighting of City Hall, we would be appreciative of the show of support and recognition however you can and a show of lighting in our Network's colours of **Blue** and **Green** would be greatly appreciated.*

We look forward to hearing from you.

Kind Regards,

Lynn Steele
PSW | CDCP
Founder & CEO
Direct: 647-848-3532

Committee of the Whole (2) Report

DATE: Tuesday, March 8, 2021

WARD(S): ALL

TITLE: HERITAGE VAUGHAN COMMITTEE VACANCY

FROM:

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

ACTION: DECISION

Purpose

To inform Council of a vacancy in the Heritage Vaughan Committee due to the lack of attendance of a member and to recommend that this vacancy not be filled.

Report Highlights

- Member Antonio Iafano of the Heritage Vaughan Committee has been absent for more than three (3) consecutive Heritage Vaughan Committee meetings.
- The Heritage Vaughan Committee is recommending that the vacancy created from Mr. Iafano's lack of attendance not be filled.

Recommendations

1. That Antonio Iafano be removed from the Heritage Vaughan Committee due to lack of attendance; and
2. That the vacancy not be filled.

Background

The Heritage Vaughan Committee is a statutory committee which has its' members appointed at the beginning of every new term of Council. Its mandate is to encourage community involvement and recommendations to Council on the identification, conservation and preservation of buildings and landscapes of cultural heritage value or interest, as individual properties or as heritage conservation districts pursuant to the *Ontario Heritage Act*.

The membership is composed of up to eighteen (18) members, which may include Members of Council, with the Mayor as ex-officio.

The majority of members shall be qualified professionals with the following expertise:

- Architecture
- Cultural landscapes
- Archaeology
- Urban design and planning
- Natural heritage
- Land development
- Law
- Local history
- Culture
- Education

Members are to be appointed by Council. Any changes to the membership will require Council approval.

Previous Reports/Authority

[Extract from January 29, 2019 \(APPOINTMENTS TO STATUTORY COMMITTEES AND VAUGHAN\)](#)

Analysis and Options

Terms of Reference

The Terms of Reference provides that up to eighteen (18) citizen representatives are appointed to the Committee. The Heritage Vaughan Committee currently has 13 active members.

Policy for Statutory Committees

As per Policy CL-005 (Guidelines and Procedures for Statutory and Non-statutory Committees and Boards):

If a member is absent from meetings of the Committee for three (3) consecutive regularly scheduled meetings, or in the opinion of the Committee if any member's absenteeism jeopardizes the objectives of the Committee, the Committee shall pass a resolution requesting Council to appoint a replacement member.

Mr. Antonio lafano has been absent for more than three meetings. There have been multiple efforts to contact Mr. lafano, but staff have been unable to reach him. The

Office of the City Clerk advised the Heritage Vaughan Committee of the member's attendance issue.

At its' meeting of February 17, 2021, the Heritage Vaughan Committee recommended the following (Report 2, Item 4):

- 1) That the vacancy created due to lack of a member's attendance, not be filled.

The members of the Heritage Vaughan Committee resolved that they are able effectively conduct their business with the number of members they currently have on the Committee.

Financial Impact

There is no financial impact associated with this report.

Broader Regional Impacts/Considerations

There are no Regional Impacts/Considerations associated with this report.

Conclusion

A request by the Heritage Vaughan Committee has been put forth to not fill the vacancy created by the absence of a member.

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

Attachments

N/A

Prepared by

Adelina Bellisario, Council / Committee Administrator, ext. 8698

Approved by



Wendy Law
Deputy City Manager
Administrative Services & City Solicitor

Reviewed by



Jim Harnum, City Manager

Committee of the Whole (2) Report

DATE: Monday, March 8, 2021

WARD(S): ALL

TITLE: ACCESSIBILITY ADVISORY COMMITTEE – RESIGNATION OF A MEMBER

FROM:

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

ACTION: DECISION

Purpose

To advise Council of the resignation of Franca Porcelli, as she has relocated from the City of Vaughan and therefore is no longer eligible to be a member, and to seek Council's direction with respect to filling the vacancy caused due to the resignation.

Report Highlights

- Franca Porcelli has resigned from the Accessibility Advisory Committee.
- Council's direction is required to fill the vacancy caused due to the resignation.

Recommendations

1. That the resignation of Franca Porcelli be received; and
2. That the Office of the City Clerk be directed to advertise and recruit 1 (one) citizen member to fill the vacancy caused due to the resignation.

Background

At its meeting on February 23, 2021, the Accessibility Advisory Committee was advised of the resignation of Franca Porcelli, and the following recommendation was made:

- 1) That the resignation of Franca Porcelli was received; and
- 2) That Council was requested to provide direction on filling the vacancy caused due to the resignation.

Previous Reports/Authority

Not applicable.

Analysis and Options

The City of Vaughan's Accessibility Advisory Committee has an overall mandate to advise Council to support the City's work in identifying and removing barriers to lay the foundation for a barrier-free, inclusive City.

The objectives of the Accessibility Advisory Committee are as follows:

- advise Council about the requirements and implementation of accessibility standards and the preparation of accessibility reports;
- work on initiatives that promote accessibility;
- assist in the preparation and implementation of the City's multi-year Accessibility Plan; and
- provide guidance, address and identify the needs of the community by the removal and prevention of barriers in the City of Vaughan's by-laws, facilities, policies, programs, practices, initiatives and services.

According to its Terms of Reference, the Accessibility Advisory Committee is composed of one (1) Member of Council and nine (9) citizen members. Members are appointed by Council, and any changes to the membership require Council approval.

Financial Impact

There is no financial impact associated with this report.

Broader Regional Impacts/Considerations

There are no Regional Impacts/Considerations associated with this report.

Conclusion

Staff is requesting that Council receive the resignation of Franca Porcelli and provide direction with respect to filling the vacancy caused due to the resignation.

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

Attachments

None.

Prepared by

John Britto, Council / Committee Administrator, extension 8637.

Approved by



Wendy Law
Deputy City Manager,
Administrative Services & City Solicitor

Reviewed by



Jim Harnum, City Manager

Committee of the Whole (2) Report

DATE: Monday, March 08, 2021

WARD(S): ALL

**TITLE: FORMAL CODE OF CONDUCT COMPLAINT INVESTIGATION
REPORT #062520**

FROM:

Suzanne Craig, Integrity Commissioner and Lobbyist Registrar

ACTION: FOR INFORMATION

Purpose

Under Part B of the Complaint Protocol for the Vaughan Council Code of Ethical Conduct (the “Code”), following the investigation of a formal Code complaint, the Integrity Commissioner shall report her findings to Council.

Report Highlights

- The complaint alleged that the Respondent’s conduct contravened Rules 7 and 16 of the Code by:
 - Using the influence of her office to delay the approval of a development application
 - Interfering with staff duties resulting in unnecessary approval delays.
- During this investigation, no evidence was received that staff felt pressured by the Respondent to act in any way contrary to approved City policy, including those policies that implement the statutory requirements of the planning process.
- No evidence was found that the Respondent directed staff of the City or the Toronto and Region Conservation Authority (TRCA) to delay, modify or somehow manage to her liking, the Complainant’s development application.

Recommendation

1. That no penalty be imposed on the Member insofar as there was no evidence to support that the Member attempted to influence the actions of staff including by advocating on behalf of special interest groups causing delays in respect of projects of the Complainant.

Background

- The Complaint stated that the Respondent's conduct was evidenced in deputations made at the March 2, 2020 Committee of the Whole meeting.
- The supporting documentation suggested that the Respondent met with City staff and directed them to unnecessarily delay approval of the Complainant's planning application and to cast aspersions on the completion and appropriateness of the application, largely based on information that she had received from residents' studies and reviews of reports prepared by ratepayers' consultants".

Previous Reports/Authority

NA

Analysis and Options

With reference to the February 18, 2020 meeting for which the Complainant states that they were not invited to attend and their questions that they "would like to know if [the Respondent had] anything to do with the coordination or need for that meeting perhaps through verbal communication with staff", the investigation found that there was a requirement for the meeting and "[the Respondent] did not "push to have the meeting". In fact, there was no direct contact between staff and the Respondent.

Evidence led to the conclusion that the October 31, 2019 site visit had been cancelled by the applicant and due to the weather and restrictions caused by the pandemic, another site visit was not scheduled until June 2020.

Information gathered during the investigation evidenced that TRCA staff were not permitted on the site prior to January 2020. In February 2020 the TRCA issued a 20-page report to the City of Vaughan and advised that a further site visit would be required in the late spring to do further staking and determine boundaries.

In March 2020, the City of Vaughan declared a state of emergency due to COVID-19 and as a result most in-person meetings were cancelled. In addition, due to the Province of Ontario's issuance of Province-wide state of emergency, the Ministry of Municipal Affairs and Housing suspended all deadlines for planning applications.

Financial Impact

N/A

Broader Regional Impacts/Considerations

N/A

Conclusion

It is clear from the information received throughout this investigation that the Respondent showed no preferential treatment towards certain individuals but did listen to her constituents and those impacted by decisions of the City.

With respect to the Complainant's contention that the Respondent did not give as much weight to the position of the development applicant as she did to residents and ratepayers, based on the information received during this investigation, the position the Respondent gave more or less "weight" to any one position has not been sustained.

Information received during the investigation bore out that the Respondent did not direct staff in any way, including by advocating on behalf of special interest groups causing delays in respect to projects of the Complainant.

For more information, please contact Suzanne Craig, Integrity Commissioner and Lobbyist Registrar at extension 8301.

Attachment

1. Formal Code of Conduct Complaint Investigation Report #062520 (to be distributed prior to the March 8, 2021, Committee of the Whole (2) meeting).

Prepared by

Suzanne Craig, Integrity Commissioner and Lobbyist Registrar, extension 8301.

Approved by



Suzanne Craig, Integrity Commissioner and Lobbyist Registrar

MEMBER'S RESOLUTION

Committee of the Whole Report

DATE: Monday, March 08, 2021

**TITLE: QUINCENTENNIAL COMMEMORATION OF THE PHILIPPINES
AND FILIPINO HERITAGE MONTH IN VAUGHAN**

FROM:

Mayor Maurizio Bevilacqua

Whereas, 2021 marks a milestone for the Filipino community in Vaughan and beyond, as we mark the 500th Anniversary of the Victory at Mactan and the arrival of Christianity in the Philippines, as well as the 123rd Anniversary of the Proclamation of Philippine Independence in 1898, and the proclamation of the month of June as Filipino Heritage Month in Canada by the Parliament of Canada, on October 30, 2018; and

Whereas, The Consul General of the Republic of the Philippines in Toronto, Consul General Orontes V. Castro, requested on January 29, 2021, the 2021 Quincentennial Commemorations in the Philippines (2021 QCP), be proclaimed in the city of Vaughan; and

Whereas, the City of Vaughan's formal relationship with the Philippines began more than 20 years ago when an international partnership with Baguio City was established to promote social, cultural and educational exchanges; and

Whereas, Filipino-Canadians have an important presence in the city of Vaughan. Our local Filipino community is passionate and dedicated to cultivating a meaningful connection between our countries; and

Whereas, the Filipino Canadian Association of Vaughan has been supporting the needs of Filipino-Canadians since 1990 through their diverse programming catered to seniors, youth and newcomers. The Philippine Heritage Band was founded in Thornhill in 1980

and has since grown into one of Canada's premier marching bands, garnering prestigious awards for performances across North America; and

Whereas, since 2004, the City of Vaughan has recognized Filipino Day in Vaughan to celebrate the anniversary of Philippine Independence Day. Throughout the years, the City has marked this occasion with Vaughan's Filipino community by raising the Philippine flag at City Hall to recognize the achievements of Filipino-Canadians and celebrate their contributions to the social and economic fabric of Canada; and

Whereas, Vaughan is blessed and enriched by the diversity of our citizens. Nearly half of our population was born abroad, and our citizens speak 105 different languages. Multiculturalism allows us to further strengthen global connections both culturally and economically.

It is therefore recommended:

1. **THAT** the City of Vaughan recognize 2021 as the Quincentennial Commemoration of the Philippines;
2. **THAT** the City of Vaughan proclaim every June as Filipino Heritage Month;
3. **THAT** the proclamation be posted on the City's website and the Corporate and Strategic Communications department be directed to promote the proclamation on corporate communications channels.

Committee of the Whole (2) Report

DATE: Monday, March 08, 2021

WARD(S): 1

**TITLE: DEMOLITION AND NEW CONSTRUCTION – SINGLE
DETACHED DWELLING WITH ATTACHED GARAGE LOCATED
AT 10432 ISLINGTON AVENUE, KLEINBURG-NASHVILLE
HERITAGE CONSERVATION DISTRICT
(TRANSMITTAL REPORT)**

FROM:

Heritage Vaughan Committee

ACTION: DECISION

Purpose

To forward recommendations from the Heritage Vaughan Committee with respect to this matter.

Report Highlights

- This is a transmittal report from the City Clerk on behalf of the Heritage Vaughan Committee to bring forward recommendations to Committee of the Whole for consideration.

Recommendations

The Heritage Vaughan Committee forwards the following recommendation from its meeting of February 17, 2021 (Item 2, Report No. 2), for consideration:

- 1) That the recommendation contained in the report of the City Manager, dated February 17, 2021, be approved.

Recommendation of the City Manager, dated February 17, 2021:

THAT Heritage Vaughan Committee recommend Council approve the proposed demolition of the existing dwelling and detached garage and the construction of a

commercial-residential development consisting of a 3-storey building with 2 storeys of underground parking and a detached 3-storey additional building, located at 10432 Islington Avenue, under Section 42 of the *Ontario Heritage Act*, subject to the following conditions:

- a) Any significant changes to the proposal by the Owner may require reconsideration by the Heritage Vaughan Committee, which shall be determined at the discretion of the Deputy City Manager, Planning & Growth Management;
- b) That Heritage Vaughan Committee recommendations to Council do not constitute specific support for any Development Application under the *Planning Act* or permits currently under review or to be submitted in the future by the Owner as it relates to the subject application;
- c) That the Owner submit Building Permit stage architectural drawings and building material specifications to the satisfaction of the Chief Building Official; and
- d) A demolition permit for the removal of the existing building and detached garage shall not be issued until a Building Permit has been obtained for the construction of the proposed commercial-residential development consisting of a 3-storey building with 2 storeys of underground parking and a detached 3-storey additional building in accordance with the Kleinburg-Nashville Heritage Conservation District Plan.

Background

At its meeting of February 17, 2021, the Heritage Vaughan Committee put forward recommendations for this application.

Previous Reports/Authority

N/A

Analysis and Options

Recommendations from the Heritage Committee are being brought forward for consideration.

Financial Impact

N/A

Broader Regional Impacts/Considerations

N/A

Conclusion

This report is submitted on behalf of the Heritage Vaughan Committee and seeks consideration of recommendation put forth.

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

Attachments

1. [Due to size of report and attachments, here is the Link to Heritage Vaughan Agenda for February 17, 2021 with 10432 Islington Avenue - Item 2](#)

Prepared by

Adelina Bellisario,
Council / Committee Administrator

CITY OF VAUGHAN
REPORT NO. 1 OF THE
ECONOMIC PROSPERITY TASK FORCE
*For consideration by the Committee of the Whole
of the City of Vaughan
on March 8, 2021*

The Economic Prosperity Task Force met at 8:02 a.m., on January 18, 2021.

ELECTRONIC PARTICIPATION

MEMBERS PRESENT

<u><i>Council Members:</i></u>	Councillor Sandra Yeung Racco, Chair Regional Councillor Mario Ferri, Vice-Chair
<u><i>Members from the Public:</i></u>	Alessia Iafano Dan Vahid Mashatan Diana Nuredini
<u><i>Industry Members:</i></u>	Daniel Hengeveld Susan Niczowski Lisa Phillips Brian Shifman Richard Tam Mike Yorke
Guests:	Jane Gertner, Venture Lab Matt Skynner, Venture Lab Corrado Paina, Italian Chamber of Commerce Sue Rauth Rosalie Graveline
Also Present:	Rose Magnifico, Council / Committee Administrator Raphael Costa, Acting Director, Economic and Cultural Development Kitty Yung, Project Manager, Smart City Business Program Felicia Coniglio, Communications and Engagement Advisor Michelle Samson, Economic Development Officer Shirley Kam, Manager, Special Projects Economic Development Julie Flesch, Entrepreneurship Coordinator

**REPORT NO. 1 OF THE ECONOMIC PROSPERITY TASK FORCE
FOR CONSIDERATION BY THE COMMITTEE OF THE WHOLE
OF THE CITY OF VAUGHAN ON MARCH 8, 2021**

Kate Jung, Economic Development Officer
Nadia Vidiri, Information and Administration
Representative

The following items were dealt with:

**1. VAUGHAN'S BUILT-FORM OPPORTUNITY STATEMENT REVIEW
AND DISCUSSION**

The Economic Prosperity Task Force advises Council:

- 1) That the discussion with respect to VAUGHAN'S BUILT-FORM OPPORTUNITY STATEMENT, was received.

2. FUTURE OF INTERNATIONAL TRADE: HOW DO WE ENGAGE SMES?

The Economic Prosperity Task Force advises Council:

- 1) That the discussion with respect to the FUTURE OF INTERNATIONAL TRADE: HOW DO WE ENGAGE SMES?, was received.

3. INTERNATIONAL BUSINESS DEVELOPMENT

The Economic Prosperity Task Force advises Council:

- 1) That the discussion led by the Hon. Mary Ng, Minister of Small Business, Export Promotion and International Trade, was received.

The meeting adjourned at 9:35 a.m.

Respectfully Submitted,

Councillor Sandra Yeung Racco, Chair

**CITY OF VAUGHAN
REPORT NO. 2 OF THE
EFFECTIVE GOVERNANCE AND OVERSIGHT TASK FORCE**

*For consideration by the Committee of the Whole
of the City of Vaughan
on March 8, 2021*

The Effective Governance and Oversight Task Force met at 5:03 p.m., on February 16, 2021.

ELECTRONIC PARTICIPATION

Members Present: Councillor Tony Carella, Chair
Councillor Alan Shefman, Vice-Chair
Sam Florio
Alfred Nataprawira
Mary Betty Padula
Justin Wahid Rangooni
Deven Sandhu
Elliott Silverstein
Vito Totino
Apurva Vaid

Staff Present: Todd Coles, City Clerk
Kathy Kestides, Director, Transformation and Strategy
Wendy Law, Deputy City Manager, Administrative Services
& City Solicitor
Kevin Shapiro, Internal Auditor
Michael Genova, Director, Corporate and Strategic
Communications
Rose Magnifico, Council / Committee Administrator

The following items were dealt with:

**1. THE CODE OF ETHICAL CONDUCT FOR MEMBERS OF COUNCIL:
CITY GOVERNANCE AND DIVERSITY**

The Effective Governance and Oversight Task Force advises Council:

- 1) That the presentation by the Integrity Commissioner and Lobbyist Registrar was received.

**REPORT NO. 2 OF THE EFFECTIVE GOVERNANCE AND OVERSIGHT
TASK FORCE
FOR CONSIDERATION BY THE COMMITTEE OF THE WHOLE
OF THE CITY OF VAUGHAN ON MARCH 8, 2021**

2. EFFECTIVE GOVERNANCE AND OVERSIGHT SUB-COMMITTEE

The Effective Governance and Oversight Task Force advises Council:

- 1) That the verbal update from Councillor Alan Shefman was received.

3. EXTENSION THE TERM FOR THE EFFECTIVE GOVERNANCE AND OVERSIGHT TASK FORCE BEYOND APRIL 2021

The Effective Governance and Oversight Task Force advises Council:

- 1) That the term of the Effective Governance and Oversight Task Force was extended to April 2022.

The meeting adjourned at 6:10 pm.

Respectfully Submitted,

Councillor Tony Carella, Chair

**CITY OF VAUGHAN
REPORT NO. 2 OF THE
HERITAGE VAUGHAN COMMITTEE**

*For consideration by the Committee of the Whole
of the City of Vaughan
on March 8, 2021*

The Heritage Vaughan Committee met at 7:01 p.m., on February 17, 2021.

<u>Members Present</u>	<u>In-Person</u>	<u>Electronic Participation</u>
Giacomo Parisi, Chair		X
Antonella Strangis, Vice Chair		X
Sandra Colica		X
Zhanyi He		X
Diana Hordo		X
Councillor Marilyn Iafrate		X
Waseem Malik		X
Riccardo Orsini		X
Elly Perricciolo		X
John Senisi		X
Councillor Alan Shefman		X
 <u>Staff Present</u>		
Rob Bayley, Manager of Urban Design & Cultural Heritage		X
Nick Borcescu, Senior Heritage Planner		X
Katrina Guy, Cultural Heritage Co-ordinator		X
Adelina Bellisario, Council / Committee Administrator		X

The following items were dealt with:

1. **REDEVELOPMENT OF HERITAGE PROPERTY AND NEW INFILL DEVELOPMENT LOCATED AT 2291 MAJOR MACKENZIE DRIVE, MAPLE HERITAGE CONSERVATION DISTRICT**

The Heritage Vaughan Committee advises Council:

- 1) That consideration of this matter be deferred to the Heritage Vaughan Committee meeting of March 24, 2021, to allow staff and the applicant to review the architectural expression proposed for the townhouse facade; and
- 2) That the following comments and Communication were received:

**REPORT NO. 2 OF THE HERITAGE VAUGHAN COMMITTEE FOR
CONSIDERATION BY THE COMMITTEE OF THE WHOLE,
MARCH 8, 2021**

1. **Mr. Claudio Brutto, Brutto Consulting, Miranda Ave., Toronto, on behalf of the applicant;**
2. **Mr. Mark Hall, MW Hall Corporation, Scollard St., Toronto, and Communication C2, colour renderings, behalf of the applicant; and**
3. **Mr. Mario Mercuri, Peak Point Blvd., Maple.**

Recommendations

THAT Heritage Vaughan Committee recommend Council approve the proposed redevelopment of the existing dwelling, and the new construction of an attached 3-storey four-unit townhouse development with garages located at 2291 Major Mackenzie Drive under Section 42 of *Ontario Heritage Act*, subject to the following conditions:

- a. Any significant changes to the proposal by the Owner may require reconsideration by the Heritage Vaughan Committee, which shall be determined at the discretion of the Deputy City Manager, Planning & Growth Management;
- b. That Heritage Vaughan Committee recommendations to Council do not constitute specific support for any Development Application under the Planning Act or permits currently under review or to be submitted in the future by the Owner as it relates to the subject application; and
- c. That the Applicant submit Building Permit stage architectural drawings and building material specifications to the satisfaction of Urban Design and Cultural Heritage Division and Chief Building Official.

2. DEMOLITION AND NEW CONSTRUCTION – SINGLE DETACHED DWELLING WITH ATTACHED GARAGE LOCATED AT 10432 ISLINGTON AVENUE, KLEINBURG-NASHVILLE HERITAGE CONSERVATION DISTRICT

The Heritage Vaughan Committee recommended that the following recommendation be forwarded to Council for approval:

- 1) **That the recommendation contained in the report of the City Manager, dated February 17, 2021, be approved.**

The Heritage Vaughan Committee advises Council:

- 1) **That the comments by Mr. Ian Robertson, Ian Robertson Design, Rivermede Rd., Concord, on behalf of the applicant, were received.**

**REPORT NO. 2 OF THE HERITAGE VAUGHAN COMMITTEE FOR
CONSIDERATION BY THE COMMITTEE OF THE WHOLE,
MARCH 8, 2021**

Recommendations

THAT Heritage Vaughan Committee recommend Council approve the proposed demolition of the existing dwelling and detached garage and the construction of a commercial-residential development consisting of a 3-storey building with 2 storeys of underground parking and a detached 3-storey additional building, located at 10432 Islington Avenue, under Section 42 of the *Ontario Heritage Act*, subject to the following conditions:

- a. Any significant changes to the proposal by the Owner may require reconsideration by the Heritage Vaughan Committee, which shall be determined at the discretion of the Deputy City Manager, Planning & Growth Management;
- b. That Heritage Vaughan Committee recommendations to Council do not constitute specific support for any Development Application under the Planning Act or permits currently under review or to be submitted in the future by the Owner as it relates to the subject application;
- c. That the Owner submit Building Permit stage architectural drawings and building material specifications to the satisfaction of the Chief Building Official; and
- d. A demolition permit for the removal of the existing building and detached garage shall not be issued until a Building Permit has been obtained for the construction of the proposed commercial-residential development consisting of a 3-storey building with 2 storeys of underground parking and a detached 3-storey additional building in accordance with the Kleinburg-Nashville Heritage Conservation District Plan.

**3. MAPLE HERITAGE CONSERVATION DISTRICT PLAN UPDATE –
DRAFT STUDY PRESENTATION OF THE FIRST PHASE**

The Heritage Vaughan Committee advises Council:

- 1) That the recommendation contained in the report of the City Manager, dated February 17, 2021, be approved;**
- 2) That the presentation by Ms. Meaghan Rivard and Ms. Lashia Jones, Stantec Consulting Ltd., Queens Ave., London, and Communication C1, dated February 5, 2021, was received; and**
- 3) That the comments by Mr. Mark Hall, MW Hall Corporation, Scollard St., Toronto, were received.**

**REPORT NO. 2 OF THE HERITAGE VAUGHAN COMMITTEE FOR
CONSIDERATION BY THE COMMITTEE OF THE WHOLE,
MARCH 8, 2021**

Recommendations

1. That the information outlined in this report and the consultant presentation on the draft Study of the Maple Heritage Conservation District Plan Update set out in Attachment 1 be RECEIVED.

4. MEMBER'S UPDATE

The Heritage Vaughan Committee recommended that the following recommendation be forwarded to Council for approval:

- 1) That the vacancy created due to lack of a member's attendance, not be filled.

**5. NEW BUSINESS – PROPERTY LOCATED ON TESTON ROAD,
BETWEEN KEELE STREET AND DUFFERIN STREET**

The Heritage Vaughan Committee advises Council:

That information regarding the status of a property located on Teston Road, between Keele Street and Dufferin Street be provided to the Committee by staff.

The foregoing matter was brought to the attention of the Committee by Sandra Colica.

The meeting adjourned at 10:06 p.m.

Respectfully submitted,

Giacomo Parisi, Chair

**CITY OF VAUGHAN
REPORT NO. 2 OF THE
DIVERSITY AND INCLUSION TASK FORCE**

*For consideration by the Committee of the Whole
of the City of Vaughan
on March 8, 2021*

The Older Adult Task Force met at 6:35p.m., on February 18, 2021.

ELECTRONIC PARTICIPATION

Present:

Council Members Councillor Tony Carella, Chair
Councillor Alan Shefman, Vice Chair

Citizen Members Alan Au-Yeung
Barrie Goodman
Darnell Thomas
Drupati Maharaj
Hannah Godefa
Jennifer Solmes
Jumol Royes
Karen Feder
Kulvir Singh Deol
Maria Capulong
Miriam Paz Maor
Parag Tandon
Suhayb Shah
Wendy Solis

Staff Present Suzanne Craig, Integrity Commissioner and Lobbyist Registrar
Asad Chughtai, Director, Procurement
Mary DiGiovanni, Procurement Manager, Business Support and Supplier Relations
Lisa McDonough, Dy. CEO, Customer Experience, VPL
Zincia Francis, Diversity and Inclusion Officer
Michael Genova, Director, Corporate and Strategic Communications
Michelle DeBuono, Senior Advisor, Intergovernmental Relations
Meghan Ferguson, Legal Counsel, Labour & Employment
Mirella Tersigni, Creative and Cultural Officer
Warren Rupnarain, Accessibility & Diversity Coordinator
Cassandra Cleveland, Coordinator, Communications and Administration
John Britto, Council/Committee Administrator

**REPORT NO. 2 OF THE DIVERSITY AND INCLUSION TASK FORCE
FOR CONSIDERATION BY COMMITTEE OF THE WHOLE, MARCH 2, 2021**

The following items were dealt with:

**1. THE CODE OF ETHICAL CONDUCT FOR MEMBERS OF COUNCIL:
CITY GOVERNANCE AND DIVERSITY**

The Diversity and Inclusion Task Force advises Council:

- 1. That the presentation by the Integrity Commissioner and Lobbyist Registrar, and C1, presentation material titled “*The Code of Ethical Conduct for Members of Council: City Governance and Diversity*”, was received.**

2. PROCUREMENT POLICY AND BIDDING PROCESS

The Diversity and Inclusion Task Force advises Council:

- 1. That the presentation by the Director of Procurement and C2, presentation material titled: “*Procurement Policy and Bidding Process*”, was received; and**
- 2. That Communication C3, Corporate Procurement Policy No. PS – 003, was received.**

The meeting adjourned at 8:25 p.m.

Respectfully submitted,

Councillor Tony Carella, Chair

**CITY OF VAUGHAN
REPORT NO. 2 OF THE
OLDER ADULT TASK FORCE**

***For consideration by the Committee of the Whole
of the City of Vaughan
on March 8, 2021***

The Older Adult Task Force met at 3:01 p.m., on February 22, 2021.

ELECTRONIC PARTICIPATION

Present:

Members	Regional Councillor Mario Ferri, Chair Gerry O'Connor, Vice Chair Bernard Lo Regional Councillor Gino Rosati Darlene Share
York Region Representative	Janet Rurak, Program Manager, York Region Seniors Strategy
Others	Sari Liem, Healthy Built Environment Specialist, York Region Public Health Jessica Wu, Planner, York Region Planning and Economic Development Jeff Hignet, Senior Planner, York Region Planning and Economic Development Jodi Ball, Director, J Consulting Group, Oakville Judy Coultres-MacLeod, Senior Policy Analyst, Regional Municipality of York
Staff	Robert Braid, Recreation Manager, Community Centres Michael Genova, Director, Corporate and Strategic Communications Lisa McDonough, Dy. CEO, Customer Experience, VPL Jennifer Ormston, Senior Manager, Corporate Communications and Engagement Margie Chung, Manager of Traffic Engineering Selma Hubjer, Manager, Transportation Planning Jennifer Stephen, Area Manager - North Vaughan, VPL Viviana Precopi, Manager, Special Projects, Community Services Warren Rupnarain, Accessibility and Diversity Coordinator Justin Gaul, Communications Advisor, (Media and Social Media) John Britto, Council / Committee Administrator

**REPORT NO. 2 OF THE OLDER ADULT TASK FORCE FOR
CONSIDERATION BY THE COMMITTEE OF THE WHOLE, MARCH 8, 2021**

The following items were dealt with:

1. MEASURING HEALTHY, WALKABLE AGE-FRIENDLY COMMUNITIES

The Older Adult Task Force advises Council:

- 1) That the presentation by:**
 - i. Sari Liem, Healthy Built Environment Specialist, York Region Public Health;**
 - ii. Jessica Wu, Planner, York Region Planning and Economic Development; and**
 - iii. Jeff Hignet, Senior Planner, York Region Planning and Economic Development; and C1, presentation material titled: “*Measuring Healthy, Walkable and Age-Friendly Communities*” was received.**

2. AGE-FRIENDLY COMMUNITY ACTION PLAN

The Older Adult Task Force advises Council:

- 1) That the presentation by Jodi Ball, Director, J Consulting Group, Oakville, and C2, presentation material titled: “*City of Vaughan Age-Friendly Community Action Plan*” was received.**
-

The meeting adjourned at 4:37 p.m.

Respectfully submitted,

Regional Councillor Ferri, Chair

**CITY OF VAUGHAN
REPORT NO. 1 OF THE
ACCESSIBILITY ADVISORY COMMITTEE**

*For consideration by the Committee of the Whole
of the City of Vaughan
on March 8, 2021*

The Accessibility Advisory Committee met at 7:05 p.m., on February 23, 2021.

ELECTRONIC PARTICIPATION

Members Present Brenndon Goodman, Chair
Pat Acquisto
Yasmin Bhabha
Nancy Camilli
Paresh Jamnadas
Olumuyiwa Olorunfemi
Joshua Otis

Staff Present Zincia Francis, Diversity and Inclusion Officer
Warren Rupnarain, Accessibility & Diversity Coordinator
Paul Marcoccia, Project Manager, Infrastructure Development
Wei Chiao, Manager, Design and Construction
Alessandra Pompeo, Communications Advisor, External and
Website Content Management
John Britto, Council/Committee Administrator

Others Present Philip O'Sullivan, Senior Architect, Senior Associate, Perkins + Will
Stephanie Payne, Project Manager, The MBTW Group
Julie Sawchuk, Sawchuk Accessible Solutions

The following items were dealt with:

1. CARRVILLE COMMUNITY CENTRE, LIBRARY AND DISTRICT PARK

The Accessibility Advisory Committee advises Council:

- 1. That the presentation by:
Philip O'Sullivan, Senior Architect, Senior Associate, Perkins + Will; and
Stephanie Payne, Project Manager, The MBTW Group; and
C1, presentation material titled "Carrville Community Centre, Library and District Park", was received.**

REPORT NO. 1 OF THE ACCESSIBILITY ADVISORY COMMITTEE FOR CONSIDERATION BY COMMITTEE OF THE WHOLE, MARCH 8, 2021

2. NATIONAL ACCESSABILITY WEEK

The Accessibility Advisory Committee advises Council:

1. That the 2021 National AccessAbility Week event was discussed; and
2. That Committee members were requested to send in their suggestions to the Accessibility & Diversity Coordinator as soon as possible.

3. FRANCA PORCELLI - RESIGNATION

The Accessibility Advisory Committee advises Council:

1. That the resignation of Franca Porcelli was received; and
 2. That Council was requested to provide direction on filling the vacancy caused due to the resignation.
-

The meeting adjourned at 8:09 p.m.

Respectfully submitted,

Brenndon Goodman, Chair