

**SPECIAL COMMITTEE OF THE WHOLE (BUDGET) – JANUARY 24, 2023****COMMUNICATIONS**

<b><u>Distributed January 20, 2023</u></b>		<b><u>Item No.</u></b>
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**Please note there may be further Communications.**

**DATE:** January 19, 2023

**TO:** Mayor and Members of Council

**FROM:** Vince Musacchio, Deputy City Manager, Infrastructure Development

**RE:** **AGENDA ITEM # 1 – Special Committee of the Whole (Budget)**  
**January 24, 2023**  
**Response to Questions**

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## **1. Purpose**

To provide Mayor and Members of Council information in response to questions arising from the Special Committee of the Whole (Budget) meeting of January 18, 2023.

## **2. Analysis**

### **North Maple Regional Park**

North Maple Regional Park development plans include many phases over the coming years.

The Capital Program includes:

- Continuation of Enabling Works site preparation, grading and servicing of 130 acres of parkland including extending Vaughan CARES Way park driveway, expansion of the pond and wetland areas, additional trails, boardwalks and pathways, development of a cricket field and special events area, and foundational works for the family recreation area adjacent to the pond;
- Community engagement and preparation of a 900-acre park master plan including program and park facility concepts for the parkland areas, former landfill sites, wooded valley lands and open space areas;
- Planning, design and construction of the family recreation area including children's playgrounds, waterplay areas and picnic areas;
- Landfill technical studies and coordination with the Ministry of the Environment, Conservation and Parks;
- Continued planning and design for a future soccer training facility in collaboration with Canada Soccer and project partners.

A more detailed update is planned to be provided to Members of Council and to the new North Maple Regional Park Advisory Committee approved by Council in December 2022.

### **Sonoma Heights Community Park**

The existing artificial turf field at Sonoma Heights Community Park is over 11 years old and is a popular field for both permitted and non-permitted play. Artificial turf surfacing fibers have deteriorated beyond Operations ability to effectively manage and the turf requires replacement. Proposed work includes removal of the existing artificial turf surfacing and underlay padding, grading and drainage adjustments, and installation of a new FIFA-Quality artificial turf system (to the same standard installed at North Maple Regional Park and Vaughan Grove Sports Park). Existing fencing, site furnishings, scoreboard, and bleachers will be maintained and repaired/replaced as needed.

### **Synthetic Ice Surface for the Kleinburg Community**

The City of Vaughan has five outdoor skating rinks, located in Wards 2, 3 and 5. To supplement the City's 5 outdoor rinks, staff have installed "Natural Rinks" at the Maple Community Centre (Ward 1) and North Thornhill Community Centre (Ward 4) in recent years. The installation and maintenance of Natural Rinks are labour intensive and greatly dependent on weather. As a result, the availability of these rinks is unpredictable.

To provide our citizens with a more reliable outdoor skating option, staff have considered the installation of two synthetic ice pads. Within BF-8854-23 - 2023-26 Facilities - (D) Services Renewal Program, a project has been identified to purchase and install synthetic ice at these two locations. As a skating trail will be operational at Sports Village in the coming weeks, the synthetic pad at Maple Community Centre can now be move to another under serviced area. As a result, this synthetic ice pad can be moved to Kleinberg.

For more information, contact Jamie Bronsema, Director, Parks Infrastructure Planning & Development, ext. 8858 or Dave Merriman, Director, Facilities Management, ext. 8296

### **Approved by**



Vince Musacchio, Deputy City Manager  
Infrastructure Development

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**From:** Mark Hopkins [REDACTED]  
**Sent:** Friday, January 20, 2023 3:50 PM  
**To:** Council@vaughan.ca; Clerks@vaughan.ca  
**Subject:** [External] 2023 Operating Budget - End Illegal Truck, Sea-Container and Aggregate Yards on Agricultural Lands Project

Dear Mayor and Council Members:

The attached communication is submitted for your consideration for the 2023 Operating Budget and 2024-26 Strategic Plan. It is based on email exchanges and discussions with staff, data from a recent Access to Information Request, 10+ deputations (Dec 6th), a related resolution (Dec 13th) and discussions with and input from impacted residents and business owners in Ward 1. It sets out the rationale for 14 activities and a different approach - projectizing resources - to deal with the egregious, juggernaut of illegal businesses devouring Vaughan's prime agricultural land to park stacks of sea-containers and trucks and to operate aggregate yards.

I look forward to discussing this matter as a Deputant on January 24.

[Mark Hopkins](#)



**January 20, 2023**

**Dear Mayor and Councillors:**

**RE: 2023 Operating Budget & 2024-26 Strategic Plan - End Illegal Truck, Sea-Container and Aggregate Yards on Agricultural Lands Project**

**A. Recommendations/Requests:**

**that the 2023 Operating Budget include funds for the following activities and related resources using a project model, as discussed hereunder:**

1. We ask that residents identifying infractions and the respective Ward Councillor(s) be advised regularly on the status of enforcement files, subject to MIFPPA and legal considerations.
2. We ask that the Planning Dept. not accept zoning amendment applications when a site is being investigated or cited for zoning infractions.
3. We ask that Enforcement and Planning services communicate and collaborate more efficiently and effectively to stop the illegal loss of agriculture land.
4. We ask that withdrawn prosecution files be re-opened and infraction evidence renewed/re-built for prosecution.
5. We ask that ALL illegal agriculture land use infraction prosecutions seek the maximum commercial fine.
6. We also ask that you request the Attorney General of Ontario to increase the maximum Provincial Court commercial fine to \$100,000.00, so that what is currently considered a 'cost of business' has a significant impact on the bottom line of illegal businesses.
7. We ask that funds be included in the 2023 Operating Budget to support the Council Resolution in the December 13th Minutes for specific training for JPs and additional Court resources, etc.
8. We ask that the investigation/evidence processes be improved with training, development and quality control.
9. We ask that the 2023 Operating Budget include funds to hire or contract additional investigative and prosecution resources.
10. We ask that the 2023 Operating Budget include funds for the City Solicitor to engage experienced outside Council to prosecute injunctions against all illegal truck, sea-container and aggregate yards operating on agriculture land.
11. We ask that the 2023 Operating Budget include funds and the expenditure authority for the City Solicitor to move quickly to end illegal commercial operations on agriculture land.
12. We ask that Vaughan's Communications Department develop and implement a proactive compliance communications plan before Q2 2023, patterned on the Town of Caledon model.
13. We ask that commencing in Q2 2023, quarterly, integrated dashboard data on illegal commercial use of agriculture land and related zoning amendment applications be made public.
14. We ask that the funds be included in the 2023 Operating Budget for a full time Project Manager and necessary team resources to end illegal commercial use of agriculture land, and that an End Illegal Truck, Sea-Container and Aggregate Yards on Agricultural Lands Project be established as soon as possible.

## B. Background

Of all levels of government, the services (or lack thereof) assigned to lower tier municipalities most directly affect citizens' daily lives.

In a democracy, the legitimacy of a municipal government is confirmed periodically at the ballot box and when we pay our taxes. We elect you to manage and deliver your provincially mandated responsibilities and services in our interest, and thereby ensure our personal and community quality of life and safety. Failure to do so, undermines citizens' trust and erodes belief in democracy and the rule of law.

My rural neighbours and friends feel that we live in the forgotten corners of Vaughan when it comes to land use enforcement services because illegal commercial use of agriculture land is increasing rapidly, in number, size, frequency and community impact. As a result outdoor activities in our yards and on our streets/roads are unbearable and dangerous. This communication discusses the issues and proposes actions to achieve tangible and measureable outcomes.

## C. Ineffective Enforcement Service Example – 11621 Cold Creek Road

In April 2020, City of Vaughan Enforcement Unit was notified that a 60 m long culvert had been installed on the road allowance to build a new entrance for the new property owner, top soil removed to form a berm which was back filled with aggregate to build a base for truck parking. During 2020 – 2022, Staff made numerous site visits in response to our complaints – including an oil spill, noise, continuing site works, heavy truck storage, road load limits exceeded, etc. On Sept 12, 2022, Vaughan issued *Notice of Encroachment* and *Notice of Remedial Works* to the property owner. On or about Nov 4, 2022, Vaughan posted notices and blocked the illegal entrance. The illegal operator dumped gravel in the ditch to widen an historic residential driveway to accommodate tractor trailers. This action blocks the drainage ditch.

As of Jan 20, 2023, there has been no enforcement action on these notices and the illegal operation continues.

- 1. We ask that residents identifying infractions, and the respective Ward Councillor(s), be advised regularly on the status of enforcement files, subject to MIFIPPA and legal considerations.**

## D. Ineffective Enforcement Service Example - 0 Highway 50 (Lot 28 Concession 11)

This 10.8 acre illegal sea-container operation fronts on Highway 50, backs and is accessed via a Cold Creek Road illegal entrance. It was notified to By-Law on Oct 1, 21. This site metamorphosed from a 24 private tennis court proposal to a 10.8 acre sea container depot which recently expanded. It was served with a Zoning Notice of Violation on Jan 7<sup>th</sup>, 2022. On April 11, 2022, the owners filed a seek relief application and a site plan amendment. As of today, Planning will not release the site as it is in the Hwy. 413 Study Area. In many instances Enforcement investigates after the horse has bolted the barn and heads to Planning for care and grooming.

- 2. We ask that the Planning Dept. not accept zoning amendment applications when a site is being investigated or cited for zoning infractions.**

We observe from this and Vaughan King Road sites that enforcement and Planning operate in silos. We also note that illegal operators set up non-compliant businesses with the expectation that they will get the required zoning approval. While property owners are entitled to seek a change in zoning, an application should not be accepted from a non-compliant commercial operation.

- 3. We ask that Enforcement and Planning services communicate and collaborate more efficiently and effectively to stop the illegal loss of agriculture land.**

## E. The Scope of the Problem

In August of 2022, I was informed in an email from the Manager-Enforcement Services that:

*Currently we have ongoing investigation blitzes [ primarily ] in **Ward 1** along the King Vaughan corridor and the Cold Creek Road area numbering **60+ active and ongoing zoning investigations** for non-permitted uses and other breaches of the local Zoning Bylaws involving truck yards, outside storage, and other such peripheral zoning issues/infractions.*

Since that time we have seen more illegal yards established on agriculture land and existing yards greatly expanded.

There is now a super yard that has become operational and is expanding, run by S & R at 10481 Highway 50. This facility is adjacent to the main arteries – Hwy 50 and Major Mackenzie Drive. The lands at 10481 Highway 50 are part of flood zones identified by the Toronto Regional Conservation Authority. The grading at the site uses low-grade material including recycled concrete and asphalt. This has a direct negative affect on the environment lands involved and could very easily become irreversible if not dealt with in a timely manner.

S & R's illegally operated container yard was located originally at 5253 Old Castlemore Road. This is an 8 acre site where currently there are over 1600 containers stored unlawfully. The City of Brampton placed barricades blocking the entrance in September 2022 which were promptly removed by the owners and the illegal activities continued. S & R at the start of October 2022 expanded their illegal and lucrative practices by taking possession of 50 acres at 10481 Highway 50. It was brought to the attention of Vaughan that agricultural land was being prepared for the storage of illegal shipping containers.

This new S & R yard needs to be stopped in its tracks and a message sent to all of the illegal operators that Vaughan has a zero tolerance to all illegally operated businesses. Given the lack of effective response by Vaughan City Hall and their various departments, S & R appear to have no fear of operating illegally in Vaughan. They are doing it in clear view knowing Vaughan will not stop them despite multiple complaints by constituents.

Another company, Gusgo, also expanded their operation at the junction of Highway 50 and Major Mackenzie over the last 3 months. Over the last 4 weeks Gusgo has placed over 1000 containers on agricultural land!

Apra Transport is located on Nashville Road (which is not a truck route) 50 metres south of Kleinburg Christian Academy and Church. Apra has recently moved soil, imported aggregate and created a berm to expand its site for sea-container storage. The Academy operates a kindergarten and middle school for children aged 4 to 13 years. The school has confirmed that there have been a number of reported incidents of traffic violations by truckers having no regard for the law when parents have dropped off or collected children.

Multiple small illegal yards also contribute to a huge, growing problem. These small yards are 4 to 6 acres in size and when totalled, come to about 45 acres.

## F. Food Insecurity Risk

To be commercially viable, a cash crop farmer requires 3000 acres made up of smaller parcels within a reasonable distance for mobilizing large equipment. The incremental loss of agriculture land will result in a tipping point when farming in Vaughan is no longer commercially viable and we become ever more dependent on imported food.

## G. No Employment Benefits

In addition to loss of crop land, hundreds of acres for parking thousands of empty sea-containers represents the reality of our import economy. When we import most of our consumer goods, well paid middle class manufacturing jobs are not created here. They are outsourced to low wage countries. Container storage revenue only benefits illegal business owners. While the sector employs hundreds of truck drivers, many are based and licensed in other provinces and in the USA. Fulfillment Centres and logistics warehouses are highly automated and provide primarily minimum wage jobs that do not enable employees to afford housing in Vaughan. None of the illegal operations are close to public transit.

## H. Overcoming Legal Barriers - 2023 Operating Budget

In response to our Deputations in September and December 2022, requesting more effective action on illegal truck yard operations, the Deputy City Manager, Community Services, observed that the York Region Courts had a backlog of POA prosecution files due to Covid closures and now has fewer JPs than prior to the Pandemic.

The result is prosecutions have been dropped, ostensibly in 'the public interest' which is a euphemism for "I am not personally impacted so it doesn't really matter". We, the impacted, care a lot.

4. **We ask that withdrawn prosecution files be re-filed and infraction evidence renewed/re-built for prosecution in Provincial Court and for seeking Supreme Court injunctive relief.**

The POA maximum fines are too low recognizing the immediate and long term impact, and the inordinate revenue earned by these illegal businesses.

5. **We ask that ALL illegal agriculture land use infraction prosecutions seek the maximum commercial fine.**
6. **We also ask that you request the Attorney General of Ontario to increase the maximum Provincial Court commercial fine to \$100,000.00, so that what is currently considered a 'cost of business' has a significant impact on the bottom line of illegal businesses.**

As JP's may not understand the impact of illegal operations on law abiding residents and businesses, and may not be sensitive to the permanent loss of agriculture land to our food security,

7. **We ask for funding to be included in the 2023 Operating Budget to support the Council Resolution in the December 13<sup>th</sup> Minutes for specific training for JPs and additional Court resources, etc.**

(Committee of the Whole Report No. 43, Item-3 Enforcement Options for Unlawful Uses of Agricultural Lands).

While the Region of York is responsible for pursuing zoning violations in Provincial Court, the City of Vaughan Solicitor is responsible for pursuing injunctive relief in the Supreme Court.

In his August 2022 email the Manager-Enforcement advised that:

City staff have reviewed our litigation records for the last five years and have not found any injunctions brought against illegal truck yards.

Why has City of Vaughan Solicitor NOT filed an injunction in past 5 years? What are the reasons?

Lack of evidence?

8. **We ask that the investigation/evidence processes be improved with training, development and quality control.**

Lack of prosecutorial resources?

- 9. We ask that the 2023 Operating Budget include funds to hire or contract additional investigative and prosecution resources.**

Lack of injunction experience?

- 10. We ask that the 2023 Operating Budget include funds for the City Solicitor to engage experienced outside Council to prosecute injunctions against all illegal truck, sea-container and aggregate yards operating on agriculture land.**

Insufficient legal budget?

- 11. We ask that the 2023 Operating Budget include funds and the expenditure authority for the City Solicitor to move quickly to end illegal commercial operations on agriculture land.**

## **I. Promote Compliance**

Land use infractions are considered strict liability offences. The prosecution doesn't need to prove that a defendant intended to do something that's illegal. The prosecution doesn't even need to establish that the defendant was reckless or negligent. It's enough for a conviction to prove that the act was committed and the defendant committed it.

While ignorance of the law is not a defence, it is in everyone's interest that Vaughan proactively communicate to its residents and businesses, the zoning and other requirements to operate a legal business - truck, sea-container and aggregate yards, etc. The Town of Caledon has an excellent, accessible document that links to the appropriate Bylaws to encourage and support the logistics sector, and to support residents and businesses impacted by illegal operators. The Town of Caledon's Manager of Communications has informed us that Vaughan will not encounter intellectual property barriers to using some or all of their content.

- 12. We ask that Vaughan's Communications Department develop and implement a proactive compliance communications plan before Q2 2023, following the Town of Caledon model.**

## **J. Council Resolution Adopted Dec 13, 2022**

The 8 actions summarized below and adopted by Council start to move the needle in the right direction as they bring a focus to the issue and engage relevant stakeholders. However, the list falls to departments that work in silos. This needs to change. It also requires important new work and activities to manage these and other stakeholders stakeholders.

1. Staff correspondence to logistics sector identifying illegal operators to discourage use.
2. Staff contact Alectra & other utilities to inquire measures (if any) prohibiting services to illegal operators prior to service activation
3. City contact CRA & provincial Ministries informing them of illegal land use violations
4. City staff coordinate joint enforcement efforts
5. Letter from Mayor & City Clerk to AG., cc RM York supporting more JPs & JP training
6. Staff coordinate efforts with RM York, YRPS & MOT re illegal truck traffic on rural roads – inspections, weight limits, etc.
7. Forward Resolution to local MPPs & Minister of Transportation
8. Staff reports Q1 2023
  - a) Staff investigate dedicated land use matters staff resource for 2-year period
  - b) Staff investigate implications of taking back ownership of Vaughan King Rd.

## **K. Improving Outcomes in 2023> the Way Forward**

At a high level, the activities of any organization fall into 2 categories – business as usual and projects. The examples, questions and 'asks' above clearly demonstrate that business as usual is not effective in stopping these illegal operations. The very serious and real impacts on our homes, communities and lives continue. To the extent that we may

be physically or emotionally harmed, and you do not take reasonable and effective measures to prevent the harm, you are at least complicit and could be culpable.

Following our December 6<sup>th</sup> Deputations describing the impacts, supported by video and photos, it was clear from the comments and questions of Councillors that you were surprised and shocked by the magnitude of the problems some of which have been ongoing for decades. Your responses identified a major gap in City governance – **you cannot manage what you don't measure.**

**13. We ask that commencing in Q2 2023, quarterly, integrated dashboard data on illegal commercial use of agriculture land and related zoning amendment applications be produced and made public.**

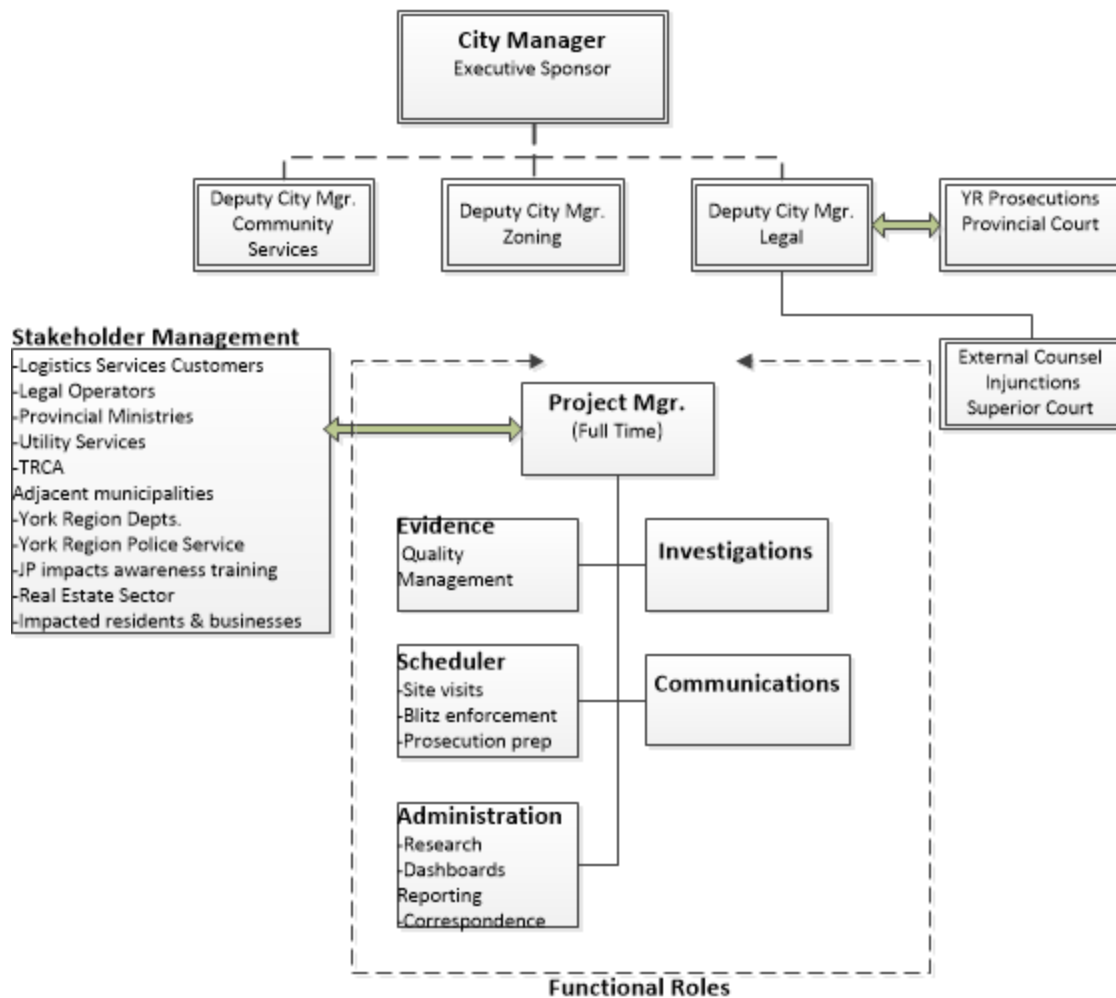
The problem of ineffective outcomes is in part structural as each department has its own responsibilities, processes and day-to-day priorities. The day-to-day responsibilities of various units, managers, officers, etc., of the City structure report to 3 Deputy City Managers – Community Services, Legal and Zoning – which results in fragmented accountability to Council.

This fragmentation, embedded in business-as-usual processes, is neither agile nor effectively preventing the loss of agriculture land to aggressive illegal operations. While truck yards are created over a weekend getting the offender's file to Provincial Court takes at least 2 years. If the result is the maximum \$5000 fine (the few fines levied on Vaughan's Court files are about \$200), that is easily paid from 2+ years revenue. There is no incentive to comply with zoning and by failing to seek or get an injunction in High Court, agile, aggressive illegal operators have descended in Vaughan.

Being an Enforcement Officer is a difficult and challenging job that is subject to threats and verbal abuse. It requires patience and perseverance. The Officers and Managers have been responsive to our calls and emails. We appreciate their time and effort. It is to their credit and professionalism that after Covid stressors, years of no real enforcement 'wins', and the juggernaut of large, illegal operations sweeping into Vaughan, that Enforcement Officers are not jaded, cynical, burnt out or depressed.

Continuing to do the same thing the same way and expecting a different outcome is a definition of madness. Silos and fragmentation can be overcome by taking a project approach a problem. Ideally this would be a dedicated team. However, in a time of budget constraints, this can be achieved by projectizing current resources in cross-functional team with a defined objective and delegated accountability to deliver. To be successful, requires a dedicated, full-time Project Manager who draws on resources from a matrix organization.

Below is a functional project model. It is designed to rectify serious issues that require time, commitment, agility and focus to counter the speed at which illegal businesses are set up and expand in rural Vaughan.



In this model the Executive Sponsor is accountable to Council to deliver the project outcome – end and stop expansion of illegal commercial operations on agriculture land. S/he leads, supports and coordinates a coalition of senior operational managers with separate accountabilities. The Sponsors ensure that the Project Manager has the authority, resources and support to successfully deliver the project. As a group the Sponsors provide direction, set priorities, resolve issues and remove barriers to success. Becoming more agile involves a change in culture to support new or modified processes. The Sponsors define and lead the change road map which includes proactive communication, training for adoption and measurement of progress.

The Project Manager is a critical, full time role for the project duration with delegated authority to make decisions, including escalations, to the appropriate Sponsor. Her/his responsibilities include:

- Providing the primary point of **accountability** for achieving objectives and outcomes defined by the Sponsor;
- Ensuring the **integrated delivery** of investigation, prosecution and Zoning services to protect agriculture land;
- **Developing and managing** the project **resources and interdependency plans to coordinate** activities and achieve milestones;
- **Managing project communications** internally and with stakeholders
- Providing stakeholders and Sponsors with **regular progress updates**;
- Providing the primary **point of contact for interfacing to Investigations, Finance, Legal, Policy and Communications resources**; and,
- **Managing the project budget.**

14. We ask that the funds be included in the 2023 Operating Budget for a full time Project Manager and necessary team resources to end illegal commercial use of agriculture land, and that an *End Illegal Truck, Sea-Container and Aggregate Yards on Agricultural Lands Project* be established as soon as possible.

Respectfully submitted

Mark Hopkins

Mark Hopkins

██████ Cold Creek Rd.  
Kleinburg ON L0J 1C0



Communication : C 3  
Special Committee of the Whole (Budget)  
January 24, 2023  
Agenda Item # 1

## Request budget allocation for building a sidewalk

- **Requesting for a walkway/sidewalk access into the Vaughan City Hall Community Garden** from Marlott Road. This area is currently fenced off, preventing access into this public space from the adjacent neighbourhood.
- Removing the fence and **creating a walkway that opens up this garden area** will allow residences a **place for walking and cycling**, allow the neighbourhood to share and participate in the beloved vegetable gardens, and to meet and interact with the seniors who grow and maintain them.
- From my interactions, City Staff have indicated their support of this initiative, however I am informed this is not being considered or discussed in the current year, and **requires support from Council for funding**.
- **Seeking Council's support for the appropriate allocation of the budget** be made for creating this walkway, and request that planning and implementing this project **be completed within 2023**. (Target completion as early in 2023 as possible).

The following slides provide an overview of the area, and highlights the current pedestrian system within the neighbourhood. This includes the system of sidewalks/walkways that connect Marlott Road to Ridgefield Crescent, Ridgefield to Foxhill Dr, Foxhill to Silver Arrow Crescent, Silver Arrow to Ardwell Crescent, Ardwell to Patina Crescent.





April 20, 2022

The view of Vaughan City Hall from behind the remains of an old fence left in disrepair from when the building and area was originally under construction in 2007.

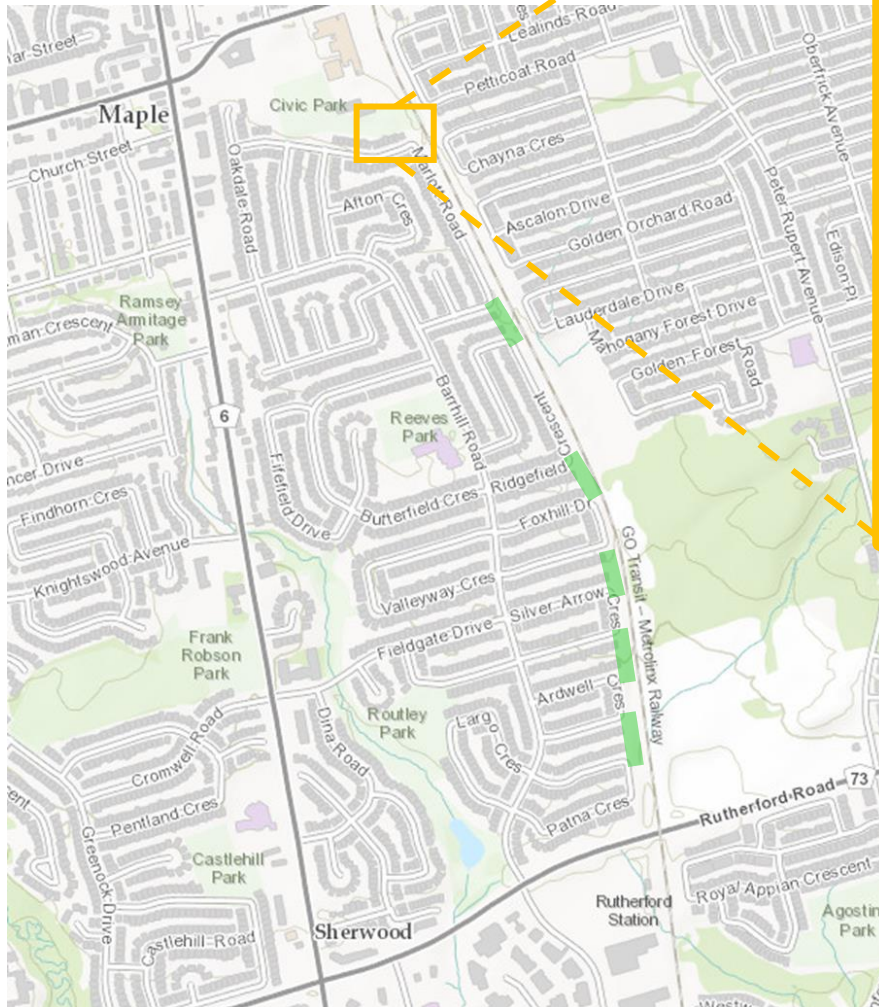




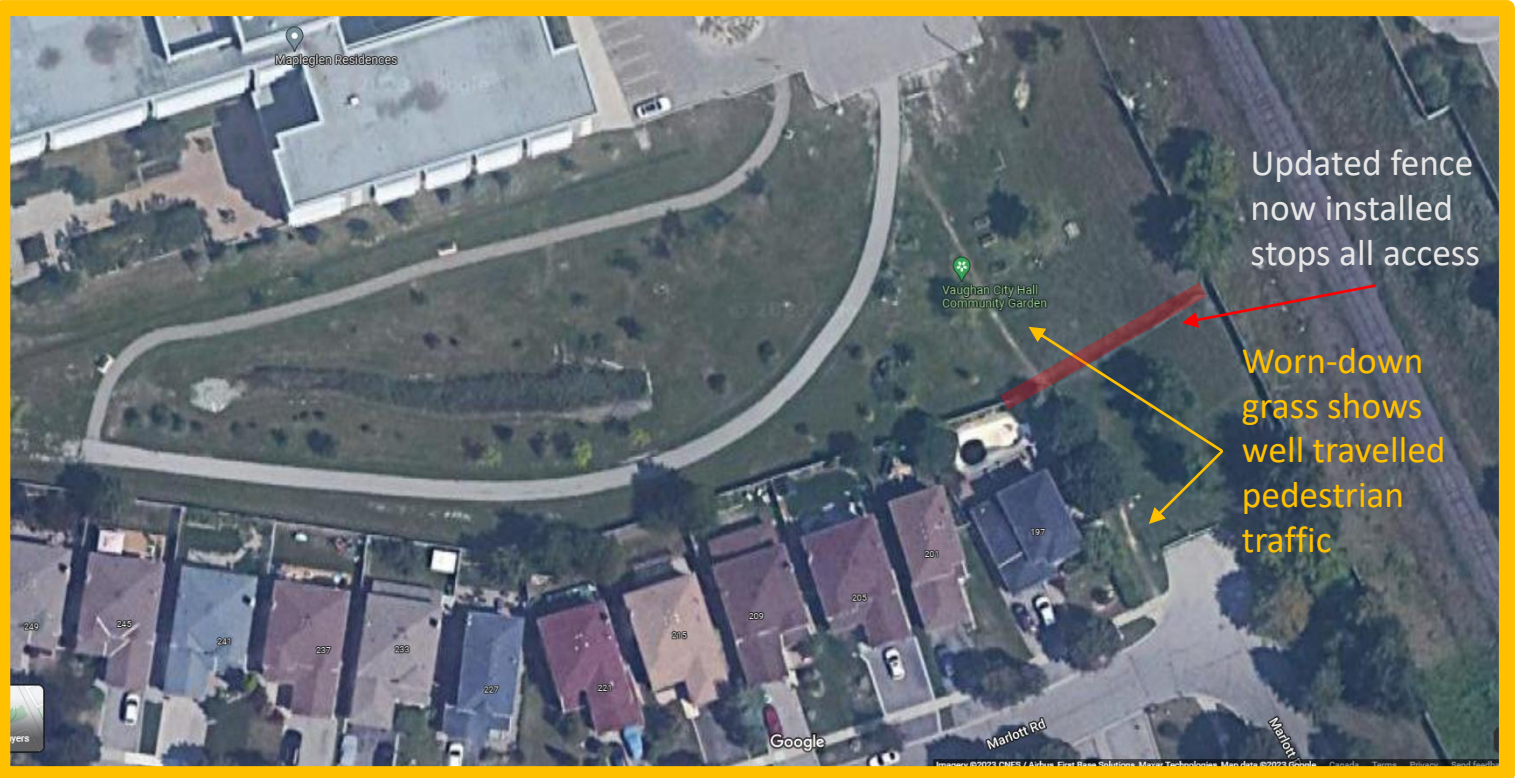
September 16, 2022

This view shows the path worn down by pedestrian traffic, passing through the remains of the old chain link fence into the Vaughan City Hall Community Garden Area. This trail continues north towards the south end of the Vaughan City Hall parking lot.





Source: Vaughan PLANit Application Viewer, <https://maps.v Vaughan.ca/planit/>



Source: Google Maps <https://bit.ly/3XLMlXP>

### Existing walkway/sidewalk system

This series of existing walkways creates a continuous path that connects the various crescents and side streets in the neighbourhood between Rutherford to the south, all the way up to the north end of Marlot Road.

### The need for a building a sidewalk

The worn-down grass in the photo above highlights where pedestrian traffic would benefit from having a sidewalk installed, in addition to removing the fence that currently prevents access to this public space.





January 18, 2023

Modern, updated fence recently installed prevents pedestrian access into the Vaughan City Hall Community Garden area.





January 18, 2023

The neighbourhood view of Vaughan City Hall. The modern fence prevents pedestrian access into Vaughan City Hall Community Garden, and the area continues to be used for construction material storage.



I am happy to meet with Members of Council and City Staff to provide a walkthrough of the neighbourhood.

Thank you



January 24<sup>th</sup>, 2023

Request for Dedicated By-law Officers in Rural Areas, Committee of the Whole (Budget)

Dear Mayor, Regional Councillors and Councillors,

It is my hope you take the opportunity to change the narrative in rural areas. Please bring about progress, so that rural residents don't feel they are forgotten. With this in mind I ask,

- 1) You budget for 3 dedicated By-law Officers to deal with the rural area issues. One Officer in my opinion would be overwhelmed by the required time and administrative work due to the vast and complex nature of the rural area issues.

\*These Officers would have the knowledge of the rural areas.

\*Would have intimate knowledge of the files, issues of the rural areas, able to respond quickly to calls

- 2) There be a methodology to contact the dedicated By-law Officer(s) on duty evenings and weekends. As the current process is not effective, in my experience.

It is my understanding the By-law Officer who responds at this time, may be unfamiliar to the issues, and or files. This may create a perpetual dissonance.

With this much-needed resource of dedicated By-law Officers for areas like King Vaughan Road and other rural areas, such as Cold Creek Road, you will be making a move forward to efficient progress, as the current process appears to be failing. Is it not time to move forward with cohesive interdepartmental action, meaningful escalating fines, prosecutions and injunctions? Please put all the tools you have or are asking for into action, to give our rural residential communities the enjoyment of our home lives back.

Looking forward to seeing these dedicated By-law Officers in action.

Respectfully,  
Alexandra Ney  
Resident of King Vaughan Road



January 24,2023

Good afternoon Mayor,Regional Councillors and Councillors

**Communication : C 5**  
**Special Committee of the Whole (Budget)**  
**January 24, 2023**  
**Agenda Item # 1**

I take this opportunity for asking consideration in the budget for three by-law officers

- 1) To appoint 3 dedicated By-law Officers to deal with the issues of each area. I think one officer's responsible would be overwhelming to deal with the administration for all areas as the vast amount of work would be overwhelming for all areas.
- 2) I believe that we need someone who will be knowledgeable in each rural area as and to investigate to what's going on in the area in question.
- 3) Try to get insight and a second witness to the areas of what's going on
- 4) There should be ways on how we can monitor for all times of the day.

My recommendation is to monitor the streets and look for any signs of illegal trucks parked on agricultural lands and make notes

There needs to be more action for these following streets like King Vaughan Rd, Cold Creek and other areas.

This is affecting our quality of life, and as the process is not working. We are still living in a rural area where it's meant for agricultural land.

I hope you take my thoughts into this for your consideration

Christina Oddi  
Resident of King Vaughan



**DATE:** January 23, 2023

**TO:** Mayor and Members of Council

**FROM:** Zoran Postic, Deputy City Manager, Public Works

**RE:** Agenda Item # 1– Special Committee of the Whole (Budget)  
January 24, 2023

**Response to Deputation made by Jean-François Obregón:**  
Additional Automated Speed Enforcement Cameras  
Neighbourhood Traffic Calming  
Urban Forestry Maintenance and  
Signage

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## **Purpose**

To provide Mayor and Members of Council information in response to questions arising from the Special Committee of the Whole (Budget) meeting of January 18, 2023.

## **Background**

The MoveSmart Mobility Management Strategy (MoveSmart) was approved by Council in March 2021 as significant growth within Vaughan required a road safety and mobility management strategy that allowed citizens a safer, more efficient, connected, and healthier experience while navigating the transportation network. MoveSmart's vision is to create a communal value of road safety being a shared responsibility.

**A key road safety initiative identified under MoveSmart is the implementation of Automated Speed Enforcement (ASE).**

ASE will serve to be a significant tool within the toolbox of traffic safety measures to counter speeding and unlawful driver behaviour.

The City of Vaughan is positioned to implement between five to ten ASE cameras in 2024 once the necessary legal requirements are satisfied. The implementation of such a multi-faceted program involves many stakeholders, both internal and external, as well as a detailed review of legislative requirements, information technology solutions, and privacy matters to protect citizens, which must be satisfied prior to launching this initiative. The *Provincial Offences Act* (POA) Court is currently under capacity constraints. There are neighbouring municipalities that have implemented ASE programs through the traditional POA. As of July 2022, the Province developed new provisions within legislation to allow for offenses and disputes to be processed through an *Administrative Monetary Penalty System* (AMPS).

**The City of Vaughan has established a cross departmental team to launch ASE through AMPS as soon as the necessary legal requirements are satisfied.**

There are presently processing ticket capacity limits set by the Toronto Joint Processing Centre (JPC) which function is to review all violations in detail. We continue to engage with the JPC to advise of our intention for future ASE program expansion. City staff will be bringing a report to Committee of the Whole at the end of Q2-2023 to discuss details of the program, including the number of cameras to be deployed across the City.

It is important to note that although there are legislative provisions outlining that any monetary gains acquired through ASE penalties are to be reinvested within various transportation safety programs, the overarching goal is to deter speeding, change driver behaviour, and make our roads safer, as this will equate to a successful program. Once ASE is established, monitoring and evaluation will ensue, along with assessing further areas of focus for possible program expansion.

**MoveSmart has also identified a Neighbourhood Traffic Calming Plan (the Plan) as one of the initiatives under the road safety program.**

The Plan will look at a suite of traffic calming tools available and develop a guideline for planning and designing traffic calming for existing and new streets in Vaughan. The Plan will support all modes of transportation used by people in an inclusive and equitable manner. Mr. Obregón has been informed about the broader Plan, wherein his request for traffic calming measures along Glen Shields Avenue will be taken into consideration. Mr. Obregón was added to a project mailing list to be kept apprised of all stages of the Plan, provided a survey, as well as invitations to various pre-scheduled community meetings to be held over the next few months.

**Glen Shields Avenue is scheduled for road rehabilitation in 2024 and traffic calming considerations will be evaluated in accordance with the City's Traffic Calming Policy and Procedures (the Policy).**

In accordance with the Policy, vertical measures such as speed humps are not installed on streets that are used as emergency response or transit routes. Glen Shields Avenue is identified as a collector road and a primary emergency response route. Staff will look for opportunities through the Plan, as well as engage with the Infrastructure Delivery Department to identify suitable traffic calming measures along this collector road, as part of the road rehabilitation project.

**The Urban Forestry Management Plan is anticipated to be delivered in the fall of 2023.**

The Tree Maintenance strategy will take a proactive approach to tree health with regular inspections and scheduled pruning to ensure the City's tree canopy is safe and healthy.

Forestry Staff have contacted Mr. Obregón to meet on site along with members of the Glen Shields Ratepayers Association to discuss the tree replacement program and visit areas of opportunity within the vicinity of Glen Shields Avenue.

The request for pedestrian signage along Dufferin St. and Clark Avenue will be forwarded by Staff to the Regional Municipality of York for their consideration and response.

**For more information, contact:**

Peter Pilateris, Director Transportation and Fleet Management Service, ext. 6141 and  
Roger Young, Director Parks, Forestry and Horticulture Operations, ext. 6146

Respectfully submitted by

A handwritten signature in blue ink, consisting of a large loop at the top and several smaller loops and strokes below it.

Zoran Postic  
Deputy City Manager, Public Works



Communication : C 7  
Special Committee of the Whole (Budget)  
January 24, 2023  
Agenda Item # 1

# Special Committee of the Whole - Budget

2023 BUDGET AND  
2024-2026 FINANCIAL PLAN

January 24, 2023





# Agenda

- 
- 01** Service Excellence
  - 02** Budget Summary
  - 03** Sustainable Capital Project Investments
  - 04** 2018-2022 Strategic Plan
  - 05** 2023 Budget and 2024-2026 Financial Plan





# Service Excellence

## AWARDS AND RECOGNITION OF THE CITY'S ACCOMPLISHMENTS

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- **World Council on City Data ISO 37120 Certification Award**
- **MarCom Award** for excellence in marketing and communication while recognizing the creativity, hard work and generosity of industry professionals.
- **ClimateWise Business Network Award**
- **2021 Economic Developers Association of Canada** – Marketing Canada Awards
- **2021 Economic Developers Council of Ontario's Awards of Excellence Program** for excellence and leadership in economic development.
- **2021 Tree Cities of the World**
- **2021 Public Works Project of the Year Award** for Clark Avenue Active Transportation Facility.
- **2022 Canadian Association of Municipal Administrators (CAMA) Willis Award of Innovation** for Winter Maintenance Artificial Intelligence System.
- **2022 E.A. Danby Award** for the Reinventing Forestry Work Order Dispatching through Mapping Innovations project.
- **The National Procurement Institute Inc. (NPI)'s 27th Annual** Achievement of Excellence in Procurement® (AEP) Award for 2022.
- **World Council on City Data ISO 37120** for Indicators for Sustainable Cities Platinum Certification.
- **Early Adopter ISO 37122** for Indicators for Smart Cities.
- **2022 Canadian HR Awards** – Winner of the Excellence in Diversity and Inclusion Award.
- **2022 GFOA Distinguished Budget Presentation** Award for a 14th consecutive year for the City's 2022 Budget Book presentation, and special recognition for "Strategic Goals and Strategies."



# Budget Summary

## 2023 BUDGET AND 2024-2026 FINANCIAL PLAN

### Tax Supported Programs

2023 Gross  
Operating  
\$355 million

2023 Capital  
Budget  
\$347 million

2024-2026  
Capital Plan  
\$497 million

2.9% Tax Increase

### Utility Rate Supported Programs

2023 Gross  
Operating  
\$191 million

2023 Capital  
Budget  
\$97 million

2024-2026 Capital  
Plan  
\$87 million

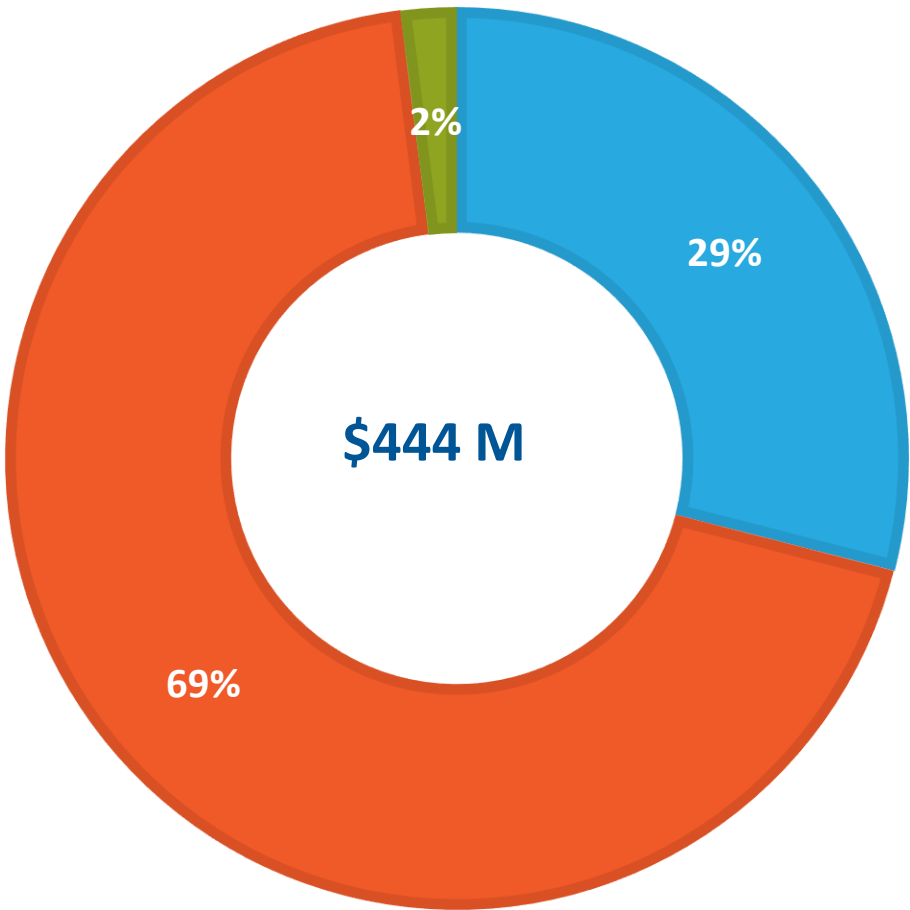
3.3% Combined  
Water/Wastewater Rate  
Increase

5.2% Average  
Stormwater Charge  
Increase

# Sustainable Capital Project Investments

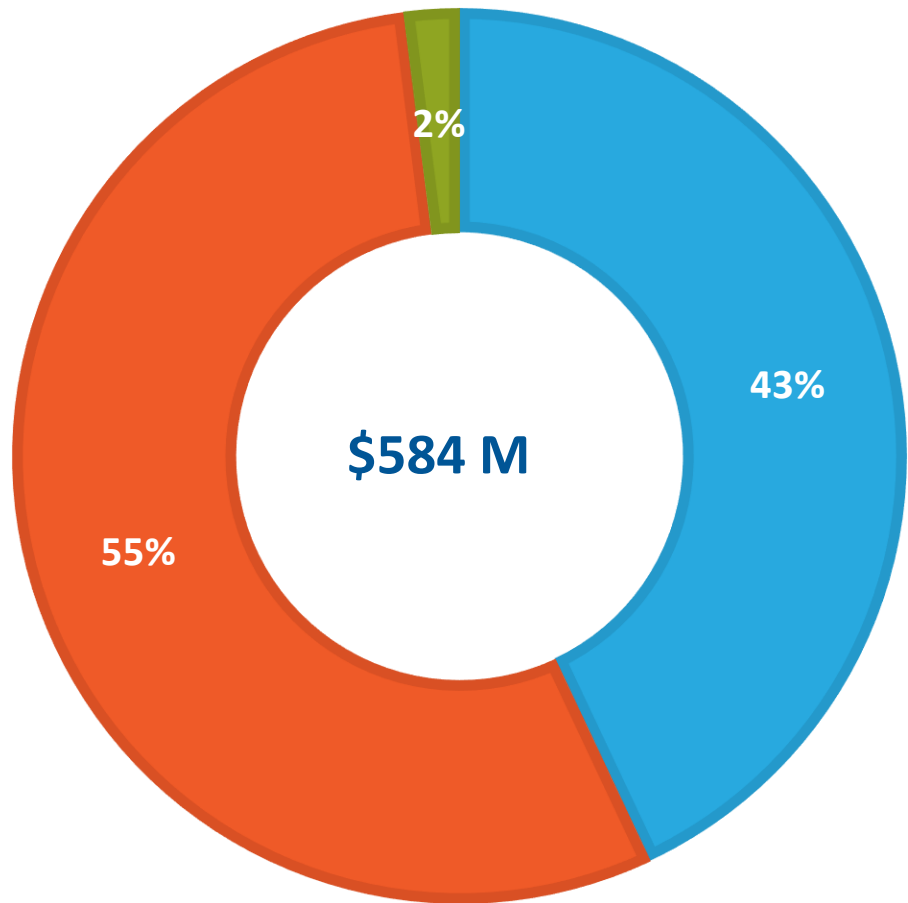
## 2023 CAPITAL INVESTMENT

- Infrastructure Renewal, \$127.0 M
- Growth, \$306.2 M
- Service Enhancement, \$11.0 M



## 2024-2026 FINANCIAL PLAN

- Infrastructure Renewal, \$252.4 M
- Growth, \$322.4 M
- Service Enhancement, \$9.0 M





# Term of Council Service Excellence Strategic Plan 2018-2022

## Mission

Citizens first  
through Service  
Excellence.

## Vision

A city of choice that promotes diversity,  
innovation and opportunity for all citizens,  
fostering a vibrant community life that is  
inclusive, progressive, environmentally  
responsible and sustainable.

## Values

Respect  
Accountability  
Dedication

The 2018-2022 Term of Council Service Excellence Strategic Plan reinforces the City of Vaughan's mission, vision and values, representing the core of how the administration will go above and beyond to deliver on Council's priorities through Service Excellence.

The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.







## Transportation and Mobility

- Advance local road improvements, road safety and MoveSmart Strategy
- Municipal Class Environmental Assessments
- Active transportation infrastructure projects
- Kirby Road Extension

2023 Budget and  
2024-2026 Financial Plan includes  
**\$279.3 million**  
in capital projects related to  
Transportation and Mobility





## City Building

- Vaughan Metropolitan Centre
- North Maple Regional Park
- Official Plan Review and key area-specific programs/ secondary plans (VMC, Promenade Centre, Yonge/Steeles)

2023 Budget and  
2024-2026 Financial Plan includes  
**\$131.2 million**  
in capital projects related to  
City Building





# Environmental Stewardship

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- Advance stewardship and green infrastructure
- Support community sustainability initiatives
- Invest in climate change mitigation and resilience

2023 Budget and  
2024-2026 Financial Plan includes  
**\$257.4 million**  
in capital projects related to  
Environmental Stewardship





## Active, Safe and Diverse Communities

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- Develop the City as a diverse, equitable and inclusive community
- Enhance community safety and well-being
- Build Vaughan as a creative and cultural community

2023 Budget and  
2024-2026 Financial Plan includes  
**\$167.3 million**  
in capital projects related to  
Active, Safe and Diverse Communities





## Economic Prosperity, Investment and Social Capital

- York Region's Largest Employment Centre contributing 40% of the Region's GDP
- Strategic Economic projects (e.g. Vaughan Healthcare Centre Precinct)
- Business Advisory and Intelligence Services

2023 Budget and  
2024-2026 Financial Plan includes  
**\$2.4 million**  
in operating investments related to  
Economic Prosperity,  
Investment and  
Social Capital





## Good Governance

- Effective and efficient administration
- Continued financial sustainability
- Ongoing staff engagement and success
- Vaughan as an inclusive and equitable employer

2023 Budget and  
2024-2026 Financial Plan includes  
**\$2.4 million**  
in capital projects related to  
Good Governance





## Service Excellence

- **Commitment to Citizen Service Excellence – Service Vaughan**
- **Mature and enhance data and analytics**
- **Support business transformation:**
  - service modernization and digital optimization
  - resiliency and risk management in service delivery
  - continuous improvement initiatives to optimize service delivery

2023 Budget and  
2024-2026 Financial Plan includes  
**\$190.4 million**  
in capital projects related to  
Citizen Experience,  
Operational Performance  
and Staff Engagement





**Vaughan  
Public Libraries**

## Vaughan Public Libraries

- Respond to community growth
- Advance social inclusion and equity
- Facilitate healthy informed citizens
- Enhance staff engagement and promote innovation

2023 Budget and  
2024-2026 Financial Plan includes

**\$21.1 million**

in capital projects related to  
Vaughan Public Libraries





# 2023 Budget and 2024-2026 Financial Plan

City of Vaughan, Ontario, Canada

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**From:** Marilyn lafrate <Marilyn.lafrate@vaughan.ca>  
**Sent:** Tuesday, January 24, 2023 9:21 AM  
**To:** Clerks@vaughan.ca; Michael Coroneos <Michael.Coroneos@vaughan.ca>  
**Cc:** Nick Spensieri <Nick.Spensieri@vaughan.ca>  
**Subject:** Fwd: [External] Clarification of Submission - January 18, 2023 Special Committee of the Whole (Budget)

FYI

Sent from my iPhone

Begin forwarded message:

**From:** Joseph Brunaccioni [REDACTED]  
**Date:** January 23, 2023 at 11:48:19 PM EST  
**To:** Service Vaughan - VOL <[Service@vaughan.ca](mailto:Service@vaughan.ca)>  
**Cc:** Gino Muia [REDACTED], Jean-François Obregón [REDACTED], [Council@vaughan.ca](mailto:Council@vaughan.ca)  
**Subject:** [External] Clarification of Submission - January 18, 2023 Special Committee of the Whole (Budget)

Reflecting on the budget presentation made during the 7pm meeting, some questions were answered. Please submit the following for the record and responses.

1. In order to limit the increase to 2.9%. What three Sections had their budget (goals/objectives) reduced the most when compared to their 2022 budgets?
2. Is there an update on Bill 23? What are the contingencies to reduce the impact of Bill 23?
3. Vaughan's 2021 DC reported balance of \$507,326,000 is significant. Please identify the main components making up the reserve. What variances have been reported and how were they addressed? What controls are in place to confirm the funds are spent effectively and efficiently?

Joseph Brunaccioni

**DATE:** January 24, 2023

**TO:** Mayor and Members of Council  
Senior Leadership Team – Executive

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

**RE:** **COMMUNICATION – Special Committee of the Whole (Budget)**  
**January 24, 2023**

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### **Purpose**

To provide Mayor and Members of Council information in response to questions arising from the Special Committee of the Whole (Budget) meeting of January 18, 2023.

### **Background**

The following questions were received from resident Joseph Brunaccioni via e-mail on January 23, 2023. Responses to each question are provided below.

**1. In order to limit the increase to 2.9%. What three Sections had their budget (goals/objectives) reduced the most when compared to their 2022 budgets?**

The 2023 budget was approached with a mindset geared towards conservatism, flexibility, and sustainability. None of the City's operating units had targeted operating budget reductions compared to prior year budget. The 2023 property tax rate increase was limited to 2.9% (despite economic uncertainty and inflationary pressure), through continued focus on overall expense management and prudent prioritization of additional resource requests.

The City of Vaughan's budget continues to be built on the principles of integrity, accountability, and responsibility. It is focused on keeping property tax, water and wastewater rates low, respecting taxpayers' hard-earned money and delivering quality public services.

**2. Is there an update on Bill 23? What are the contingencies to reduce the impact of Bill 23?**

There are no new updates on Bill 23 since the last public budget meeting on Jan 18<sup>th</sup>, 2023. All municipalities continue to wait on the Province to clarify affordable housing exemptions and future land cost removals, as well as the timing and



magnitude of compensation to neutralize the impact of future reduced growth related revenue.

The 2023 Operating Budget is not impacted immediately by any elements of the Bill 23 legislation. Some of the financial impacts from Bill 23 will not be felt until the next refresh of the City's development charge (DC) background study and rates, which would be 5-10 years into the future (for example, removal of growth studies and land costs from the rate calculation). The 2023 impacts of Bill 23 will be specific to the lower rate of collection of growth-related revenues, such as DC's (due to 20% rate discount in year 1 of the 5 year phase-in) and CIL of parkland dedication, which will affect new development applications once the City's new DC by-law takes effect in June 2023.

The Province has suggested that municipalities will 'be kept whole' on growth-related funding shortfalls following audits of growth-related reserves and the municipality demonstrating what growth-related infrastructure projects within our long-term capital plan cannot be executed. We will continue to monitor the impact of Bill 23 as we move forward.

**3. Vaughan's 2021 DC reported balance of \$507,326,000 is significant. Please identify the main components making up the reserve. What variances have been reported and how were they addressed? What controls are in place to confirm the funds are spent effectively and efficiently?**

The \$507M in DC reserves is the year-end 2021 balance, prior to approved capital budget commitments. The balance is comprised of several DC reserves including City-wide DC reserves for Engineering, Community Services (Recreation and Parks), Libraries and Public Works, as well as Area-specific DC's. Key projects funded by these reserves include the Carrville Community Centre and Library, Black Creek renewal and Edgeley Pond improvements, Extension/Expansion of Portage Parkway and Kirby Road, Woodbridge Ave Improvements, various new roads across the City.

The DC reserve balances are allocated for works identified in the approved Development Charge Study. The DC reserve balances after commitments is \$135M (as of end of September 2022). The breakdown is as follows:

- City-Wide DC – Engineering \$115.2M
- City-Wide DC – Community Services \$ 15.5M
- City-Wide DC – Public Works \$ 8.7M
- City-Wide DC – Libraries \$ 3.3M
- Area-Specific DC's \$ 1.6M
- Two reserves (Fire and Growth Studies) are currently overcommitted, but the City anticipates full recovery over the next DC by-law period.

DC reserve balances are legislatively required to be reported to the Province annually in June, with itemized reports of collections and expenditures. These reports are made public through the Clerks Office. Funds in each reserve can only

be spent on projects for that specific service category, which is controlled through the City's annual capital budget process.

In addition, the City has a Project Management Office (PMO), with a mandate to oversee capital program delivery, including program controls and reporting, pre-construction services, as well as support to the engineering and asset management functions.

**For more information, contact:**

Michael Marchetti, Director Financial Planning & Development Finance and Deputy City Treasurer, ext. 8271

Respectfully submitted by



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