

COMMITTEE OF THE WHOLE (WS) –APRIL 10, 2024

COMMUNICATIONS

Distributed April 5, 2024

Item No.

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C 1

Communication

CW(WS) – April 10, 2024

Item No. 1



VAUGHAN MUNICIPAL EVENTS STRATEGY

(2024-2028)

COUNCIL PRESENTATION

April 10, 2024

Prepared for the City of Vaughan by
urbanMetrics inc.

WHAT IS THE PURPOSE OF THIS STRATEGY?

The purpose of the Strategy is to guide internal and external event organizers through a timely and streamlined process for hosting an event in the City of Vaughan, including '*City-led*' (produced by City of Vaughan) and '*Community-led*' events (produced by residents, non-profit organizations, and businesses). It provides a road map for how the City can modernize its event permitting processes and empower organizations to deliver safe, best-in-class events which support the diverse needs of our residents.

Simply put: this strategy is intended to help people in all corners of Vaughan to gather and celebrate, safely.

APPROACH

The Municipal Event Strategy was developed following months of extensive consultation and research. It builds on the Current State Assessment Report (February 2023) that summarized Vaughan's current event offerings and processes and highlighted the City's strengths, areas for improvement, opportunities, and challenges when it comes to events. It also integrates the insights of staff, elected officials, local event producers, and most importantly, residents of Vaughan.

12

1-on-1 MEETINGS
WITH CURRENT AND
PAST MEMBERS OF
COUNCIL



158

PUBLIC SURVEY
RESPONSES



9

ROUNDTABLE AND SMALL
GROUP MEETINGS
WITH

36

STAFF MEMBERS

ACROSS

15

DEPARTMENTS

34

STAFF SURVEY
RESPONSES



WHAT WE HEARD FROM EVENT STAKEHOLDERS THROUGH THE PROCESS

Vaughan has the right attitude and energy to become a leader in municipal events.

The current process for facilitating (and municipal permitting of) Community-led events continues to demonstrate opportunities for improvement.

Creative and strategic promotion of events is important to make sure events are clearly communicated and well-attended.

Events are typically attended by “family” audiences.

As the community continues to grow and change there is a need to incorporate a Diversity, Equity and Inclusion (DEI) lens in event planning and programming.

City staff resources are currently stretched thin, especially during peak event season. Going forward, resources will be challenged as we return to more in-person events.

All events carry risk. The City of Vaughan is steadfastly committed to ensuring risks, including public health, safety, and compliance, are managed responsibly.

New “flagship” facilities and venues such as the Vaughan Metropolitan Centre (VMC) and North Maple Regional Park provide an opportunity for the City of Vaughan to showcase their capacity to lead, support, and foster exceptional event experiences.

VISION

Vaughan supports and celebrates events that are diverse, safe, welcoming and accessible for all who live, visit, play and work in our community.

GUIDING PRINCIPLES

Vaughan supports CITY-LED and COMMUNITY-LED events which are:



Impactful

Events are fun, insightful or memorable.



Unifying

Events build community bonds and facilitate a sense of belonging for all residents.



Barrier Free

Events are safe, welcoming and fully-accessible for all audiences.



Affordable

City-led events are free. Community-led events are encouraged to provide affordable ticket options.



Representative

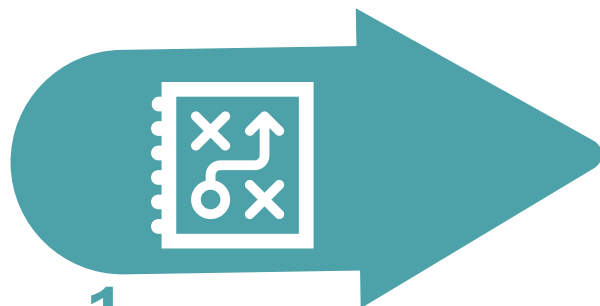
Events celebrate Vaughan's diversity and promote inclusion.



Collaborative

Events provide a platform for partnership and collaboration between City event staff and community organizations, including private event planners and organizers.

STRATEGIC GOALS



1.

Clarify roles & responsibilities



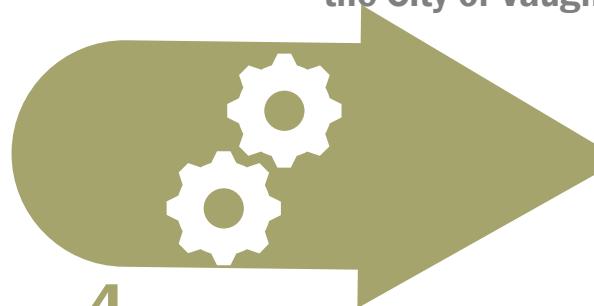
2.

Streamline the event approval process



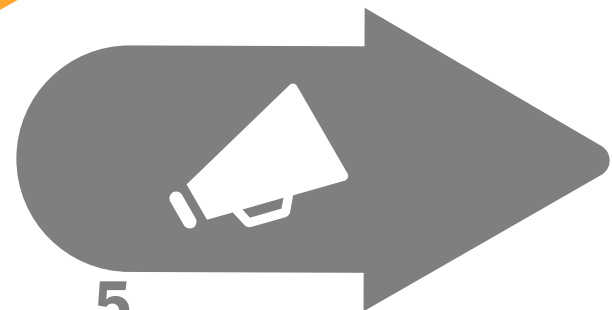
3.

Support new and existing event operators in running great events



4.

Allocate resources to effectively and efficiently maximize impact



5.

Continue to actively communicate with and invite organizers to host in the City of Vaughan

ACTION ITEMS

Action Items are the specific tasks that will help the City of Vaughan actualize the Vision Statement and Goals outlined in this Strategy.

The 21 Action Items identified in this plan vary in their complexity, cost, timelines, and internal roles/responsibilities. The action items are structured within six functional areas, including:

- City Procedures (x6),
- Information & Technology (x4) ,
- Staff Resourcing (x2),
- Logistics & Coordination (x3),
- Engagement & Empowerment (x3) , and
- Promotion (x3)

CONCLUSION

Community gatherings – *events* - play an integral role in the health and well-being of our residents. This Strategy was carried out to help the City of Vaughan make small but important refinements in the delivery and oversight of public-facing events that celebrate the very best of what Vaughan has to offer.

This Strategy is focused on both City-led and Community-led events and provides a detailed plan for how the City of Vaughan can make small but important improvements to ensure the delivery of safe and meaningful events that draw residents closer together.

The recommendations in this Strategy were based on extensive research and consultation with key stakeholders that represent various perspectives around municipal events. These perspectives informed all elements of the Strategy and helped define a road map towards an event landscape in Vaughan that builds on existing strengths, tackles challenges, and takes advantage of opportunities.

Achieving the goals set out in this Strategy will require buy-in and commitment from both internal and external stakeholders. Without this, the full potential of Vaughan's events will not be reached, and opportunities will be left untapped. But with the right dedication and resourcing, the City of Vaughan is well-positioned to become a shining example of event excellence with a full calendar of events which are inclusive, diverse and exciting for residents and visitors.





urban
Metrics



C 2

Communication

CW(WS) – April 10, 2024

Item No. 2

2022-2026 TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN

Year one progress update

Presentation to Committee of the Whole
(Working Session)

April 10, 2024



Agenda



1. Introduction
2. Strategic Plan Overview
3. Year One Results
4. Conclusion
5. Discussion

TRANSPORTATION
AND MOBILITY



CITY
BUILDING



ENVIRONMENTAL
SUSTAINABILITY



ACTIVE, ENGAGED AND
INCLUSIVE COMMUNITIES



COMMUNITY SAFETY
AND WELL-BEING



ECONOMIC PROSPERITY
AND JOB CREATION



SERVICE EXCELLENCE
AND ACCOUNTABILITY



2022 - 2026 TERM OF COUNCIL

STRATEGIC PLAN

CITIZENS FIRST THROUGH SERVICE EXCELLENCE

Priorities and Objectives



Improve Vaughan's road/street network

Advocate for improved public transit

Improve active and emerging modes of transportation



Grow Vaughan as a complete community with a focus on quality of life

Engage in long-term planning and policy development to meet the city's housing needs

Continue to invest in making Vaughan a Smart City



Advance stewardship of green infrastructure

Support community and corporate sustainability initiatives

Invest in climate change mitigation and resilience



Develop the city as a diverse, equity-based and inclusive community

Ensure ongoing commitment to Indigenous relations and reconciliation

Build Vaughan as an active, engaged, creative and culturally vibrant community



Enhance community safety in collaboration with regional/provincial/federal partners

Continue to provide comprehensive fire protection and emergency services

Continue to implement the By-law Strategy



Empower the local business community to grow in Vaughan

Promote Vaughan's economy as transformative, ambitious and purpose-driven

Undertake strategic initiatives to bolster the local economy and future investment



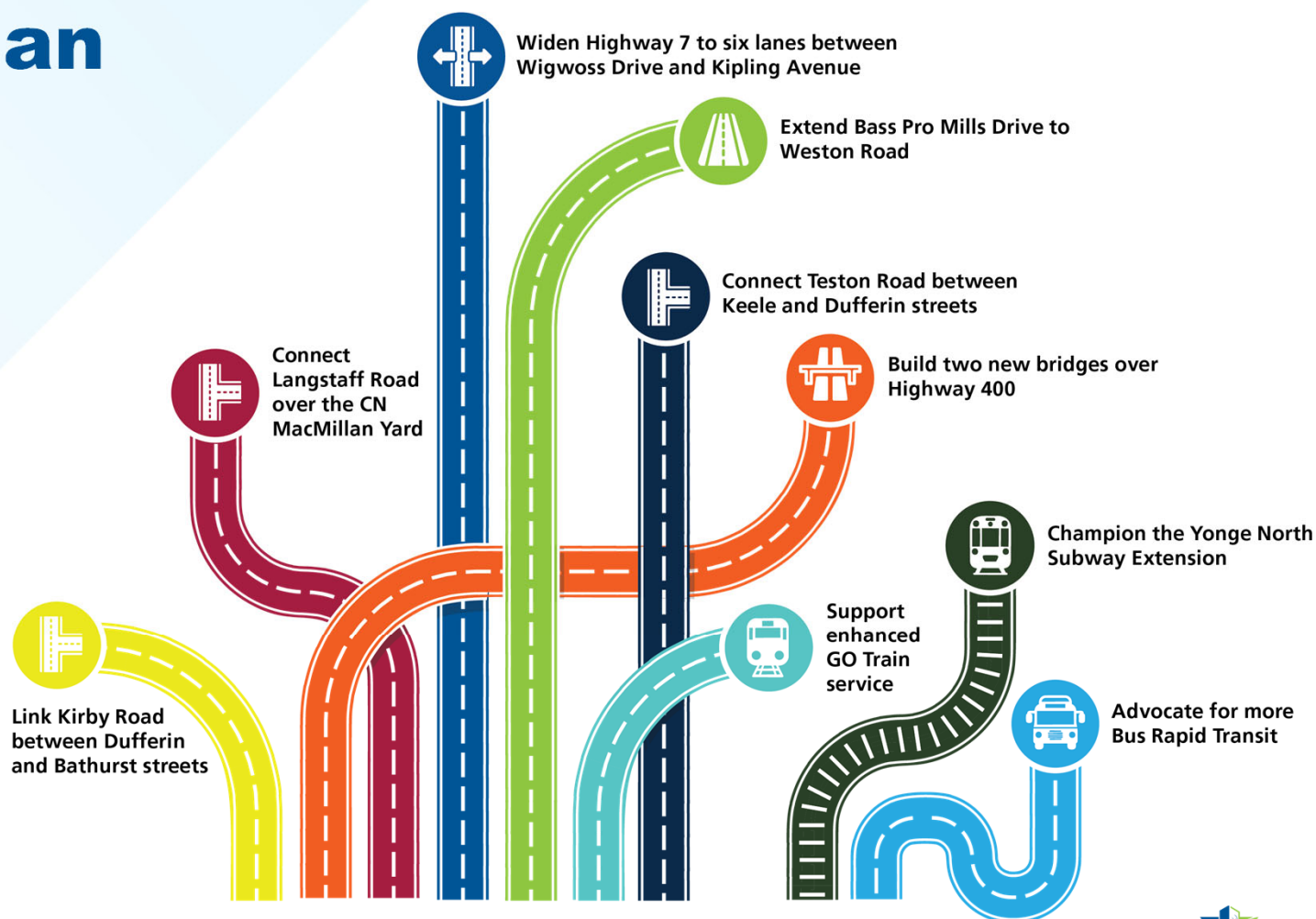
Committed to citizen Service Excellence as an innovative, data-driven service organization

Ensure continued financial sustainability and an effective and efficient administration

Ensure Vaughan is an inclusive and equity-based employer of choice

7 priorities → 21 objectives → 68 key activities

Action Plan to Fight Traffic Gridlock





Transportation and Mobility

- ▶ Completed an update to the **2023 Vaughan Transportation Plan**, establishing baseline transportation conditions to 2051, based on key growth areas in the city.
- ▶ Implemented **traffic calming measures** in five pilot neighbourhoods.
- ▶ Approved the **Automated Speed Enforcement** program implementation plan and **Community Safety Zones Policy**.
- ▶ Amended by-laws to permit and regulate use of **micromobility devices** in Vaughan.
- ▶ York Region Transit is permanently continuing the **Rutherford and Maple Mobility On-Request Service Pilot Project**.





City Building



3,242

building permits
issued



\$2.62 billion

construction
value



3,501

residential units
received occupancy



77,770 square metres

of new Vaughan Metropolitan Centre
office space, representing **6,976** jobs



6,135

residential units
under construction



City Building

- ▶ Completed concept design and feasibility review of the **National Soccer Training Centre** at North Maple Regional Park.
- ▶ Advanced construction at **Carrville Community Centre, Library and District Park**.
- ▶ Initiated construction of the **primary off-leash dog park** at Mackenzie Valley Park.
- ▶ Launched the **Transportation Innovation Program** to advance smart mobility innovations.
- ▶ Launched the Vaughan Metropolitan Centre **Wayfinding Signage Pilot Program** to ensure the area is easy to navigate.
- ▶ Awarded **Zero Emission Vehicle Infrastructure Program** funding to expand electric vehicle charging infrastructure at City facilities.





Environmental Sustainability

- ▶ Established framework for the **Urban Forest Management Plan** and **Woodland Management Strategy**.
- ▶ New **Madvacs** unit efficiently collected 4,480 pounds of litter along boulevards and sidewalks.
- ▶ Offered 10 sponsorship gardens and six sponsorship planters as part of the **Grow with Vaughan** program.
- ▶ Verified **Carrville Community Centre design as net-zero carbon** by Canada Green Building Council.





Active, Engaged and Inclusive Communities

- ▶ Completed and ratified the **2023-2027 Multi-Year Accessibility Plan**.
- ▶ Completed community consultation and drafted the **Addressing Anti-Black Racism Action Plan**.
- ▶ Provided vocational experience to eight student interns with developmental or intellectual disabilities through the 2022/2023 **Project SEARCH** program.
- ▶ Unveiled two “**Every Child Matters**” crosswalks.
- ▶ Received Council approval of the **ARTonBOXES** implementation strategy.
- ▶ Re-opened **Garnet A. Williams Community Centre**.





Community Safety and Well-being

- ▶ Launched a pilot project distributing 5,298 **key fob protective bags** to residents.
- ▶ Supported **public education and awareness** through York Regional Police's Break and Enter Awareness Presentation, community safety sessions and road safety initiatives like Active School Travel and #SlowDownVaughan.
- ▶ Established an **Inter-Governmental Relationship Sub-Committee** to facilitate dialogue across all levels of government to address policy issues crucial to the well-being of our communities.





Community Safety and Well-being

- ▶ Participated in **multi-agency** response to activities that pose a risk to public safety, such as illegal car rallies and illegal agricultural land use.
- ▶ Delivered 257 **fire prevention public education sessions** and 1,199 **fire safety inspections**.





Economic Prosperity and Job Creation

- ▶ Delivered **Small Business Enterprise Centre** services, including 1,018 small business consultations, 84 seminars presented to 1,608 participants, 8,066 small business inquiries resolved and \$198,000 in provincial grant funding distributed to 44 small businesses.
- ▶ Completed **53 business advisory corporate calls** to medium and large employers, while helping more than 60 companies understand the opportunities of investing in Vaughan.





Economic Prosperity and Job Creation

- ▶ Hosted 22 mayors and more than 80 industry stakeholders for the Fall **2023 Ontario Auto Mayors Caucus meeting**, collaborating with 31 municipalities to advance the automotive industry.
- ▶ Partnered with York Region Transit to introduce **express transit service** from the Highway 407 GO Terminal to and from the Nashville and Sonoma Heights communities and the Vaughan Enterprise Zone.





Service Excellence and Accountability

- ▶ Revised the **Corporate Procurement Policy** and established a new IT Procurement Plan for standardization of certain IT products.
- ▶ Implemented **JD Edwards Time and Labour, Capital Fixed Assets and Work Orders**.
- ▶ Completed annual review of assets to update **Asset Management Plans**.
- ▶ Celebrated the first cohort graduating from the City's **Emerging Leaders leadership development program**.
- ▶ Initiated **Information Architecture pilot** in preparation for launching the ECM implementation program.



Action Plan to Fight Traffic Gridlock

Summary Results

- ▶ **Widen Highway 7 to six lanes between Wigwoss Drive and Kipling Avenue**
 - Advocated with Metrolinx to incorporate Highway 7 widening as part of the Queen Street/Highway 7 Bus Rapid Transit project.
- ▶ **Link Kirby Road between Dufferin and Bathurst streets**
 - Awarded the design-build contract to Kapp Infrastructure Inc.
- ▶ **Connect Teston Road between Keele and Dufferin streets**
 - Advocated with York Region to include the Teston Road Missing Link project in the Region's 10-year Capital Program.
- ▶ **Build two new bridges over Highway 400**
 - Advanced planning work for the Colossus Drive overpass in preparation for releasing the Terms of Reference for the environmental assessment in 2024.
 - Awarded the design-build contract to Ellis Don Civil Ltd. for the Canada Drive-America Avenue bridge over Highway 400.
- ▶ **Extend Bass Pro Mills Drive to Weston Road**
 - Completed a revised preliminary design for Bass Pro Mills Drive extension from Highway 400 to Weston Road.

► **Champion the Yonge North Subway Extension**

- Initiated the Yonge-Steeles Corridor Collector Roads Environmental Assessment Study.
- Continued to protect the City's interest for planning, design and construction of the Yonge North Subway Extension, including the completion of upgrades at Finch Station and release of the request for proposal for the Advance Tunnel contract.

► **Connect Langstaff Road over the CN MacMillan Yard and upgrade the interchange at Langstaff Road and Highway 400**

- Continued to advocate for regional and provincial transportation initiatives.

► **Support enhanced GO Train service**

- Supported York Region Transit to introduce express transit service from the Highway 407 GO Bus Terminal to and from the Nashville and Sonoma Heights communities and the Vaughan Enterprise Zone.
- Metrolinx completed a positive business case assessment for a Concord GO Station.

► **Advocate for more Bus Rapid Transit**

- Supported the preliminary design exercise for the Bus Rapid Transit lanes on Steeles Avenue, near Yonge Street.



Thank you!

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vaughan.ca

C 3

Communication

CW(WS) – April 10, 2024

Item No. 3

Vaughan Economic Development Action Plan 2024-27

Transformative, Ambitious, and Purpose-Driven



Agenda

Vaughan Economic Development

Achieving the Term of Council Strategic
Priority: Economic Prosperity and Job
Creation

Economic Development to 2027

A photograph of Vaughan City Hall at night, featuring a prominent glass facade and a tall, narrow tower. The building is illuminated, and its reflection is visible in a pool of water in the foreground. The sky is dark, and the overall scene is framed by a blue and teal geometric overlay on the left side.

Vaughan Economic Development

Vaughan is a growth catalyst in the GTHA

Vaughan is in an extended period of unprecedented growth.

- \$25B GDP produced by 19,000+ businesses and more than 210,000 workers
 - Largest economy in York Region
 - 10-year average annual GDP growth rate of nearly 3%
 - More than 4.5% average annual growth rate since 2020.

To support the economy, Economic Development (EcDev), undertakes various initiatives designed to:

1. **Empower** the Local Business Community to Grow in Vaughan.
2. **Promote** Vaughan's Economy as Transformative, Ambitious and Purpose-Driven.
3. **Undertake** Strategic Initiatives to Bolster the Local Economy and Future Investment.

Vaughan Economic Development

Economic Development works to profile and support Vaughan's transformative, ambitious, and purpose-driven economy to make Vaughan a place where entrepreneurship, business, tourism, and art can prosper and grow.

Vaughan is **Transformative**. Our economy and business community continue to change the way business is done. The Economic Development department enables transformative approaches to business and community development.

Vaughan is **Ambitious**. The City of Vaughan undertakes world-class projects that elevate opportunities for our talent and businesses that strive to lead their industries.

Vaughan is **Purpose-Driven**. The City of Vaughan is proud to lead a community that is dedicated to doing business with purpose. Our community works to build Vaughan as a vibrant and inclusive community where all can prosper.





Vaughan Economic Development

EcDev's mandate is to help businesses grow in Vaughan by identifying opportunities for growth and by reducing barriers to investment and job creation.

EcDev's primary tools to support business retention and expansion, and job growth are business advisory and intelligence services delivered through:

- Direct services.
- Strategic programs including Marketing/Education.
- Research gathering and intelligence sharing.
- Policy recommendations.
- Partnerships and advocacy.

The City of Vaughan has other levers to create a climate for job creation, which EcDev advises through its position in the City Manager's office. These include:

- Bylaw and enforcement.
- Planning and building standards.
- Infrastructure development.
- Public works maintenance.
- Public education via Libraries and Communications, Marketing and Engagement.
- Finance and taxation policy.



Vaughan Economic Development

EcDev operates three business units that deliver a variety of functions. The various functions within EcDev contributes to a complete community and economy.

The department's **Economic Development unit** delivers business retention and expansion (BR&E) services, intelligence and data provision, and business attraction support.

The **Economic Services unit** delivers externally funded support services and programs to key economic segments. It operates the Vaughan Business Enterprise Centre (VBEC) and Tourism Vaughan.

The **Strategic Economic Initiatives unit** works to establish economic assets in the City of Vaughan.



Achieving the Term of Council Strategic Priority: Economic Prosperity and Job Creation

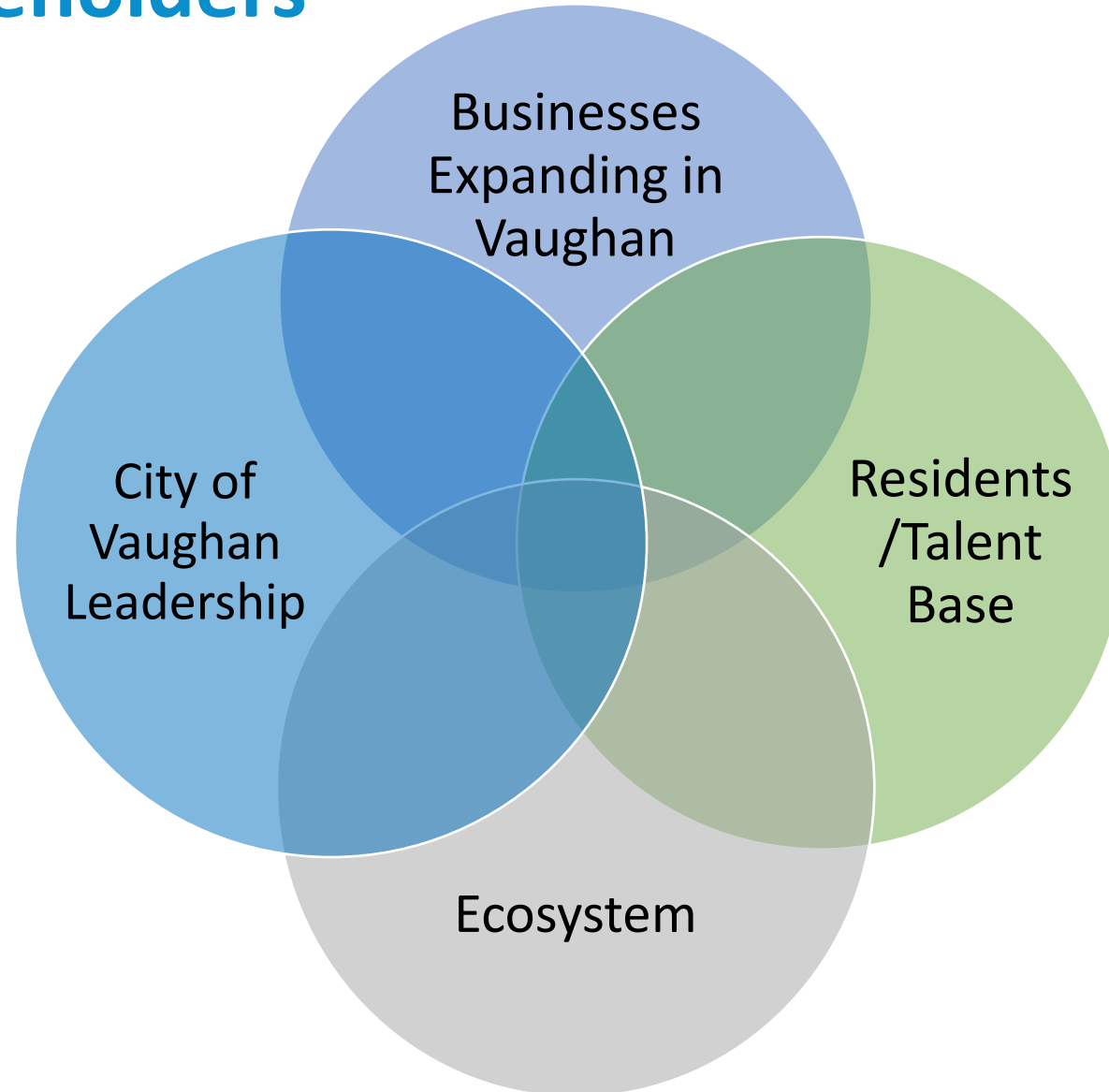
Achieving Economic Prosperity: Empowering our Stakeholders

Through EcDev, the city empowers businesses expanding in Vaughan, residents, and stakeholders to advance economic prosperity and job creation: EcDev sets the stage for prosperity.



Figure 1: Economic Development Logic Model / Theory of Change

Achieving Economic Prosperity: Empowering our Stakeholders



Achieving Economic Prosperity

EcDev has operationalized the Term of Council Strategic Plan with the below matrix, with actions focused on key strategic sectors and zones.

Goal: Ignite economic prosperity and advance Vaughan as an entrepreneurial City.

Objective:

1. Empower the Local Business Community to Grow in Vaughan.
2. Promote Vaughan's Economy as Transformative, Ambitious and Purpose-Driven.
3. Undertake Strategic Initiatives to Bolster the Local Economy and Future Investment.

Economic Indicator (Outcome) Metrics

1. GDP (total) in relation to neighbouring jurisdictions.
2. Employment in relation to neighbouring jurisdictions (broken down by age, gender, education, etc.).
3. Diversification of the City's Economic Sectors.
4. Diversification of Workforce (age, gender, etc.).
5. Increased Average Household Income.
6. Decreased Household Income Gap.
7. Amount of Trade Conducted by Vaughan Businesses (total and as a percentage of York Region's activity).



Advancing Economic Development to 2027: TAPintoVaughan

Economic Development to 2027

As a result of the Term of Council Strategic Plan and this Action Plan, EcDev delivers four key values to the local economy. These are that:

1. We help **businesses grow** in Vaughan.
2. We **future-proof** Vaughan's economy.
3. We position Vaughan as the leading **livable and explorable city** in York Region.
4. We promote the creation of **living wage jobs** in Vaughan.

Economic Development to 2027

EcDev helps businesses grow in Vaughan by:

- Delivering business advisory services.
- Helping businesses find their next growth opportunity.
- Attracting prospective investors through inter-regional, provincial, national, and international trade and investment attraction.

Economic Development to 2027

EcDev future-proofs Vaughan by:

- Fighting Gridlock.
- Supporting Innovation in Vaughan.
- Advancing the City's Next Opportunities.
- Supporting a Sustainable Corporation of the City of Vaughan.
- Encouraging the best use of land and infrastructure in the context of future economic opportunities.

Economic Development to 2027

EcDev positions Vaughan as the leading livable and explorable city in York Region by:

- Promoting Pride of Place.
- Developing World-Class Amenities.

Economic Development to 2027

EcDev promotes the creation of living wage jobs in Vaughan by:

- Supporting Skills Development.
- Supporting Economic Clusters that generate living wage jobs.

