

**TOURISM VAUGHAN CORPORATION (“TVC” OR “THE CORPORATION”)  
INAUGURAL MEETING OF THE BOARD OF DIRECTORS  
MINUTES (DRAFT)**

**Electronic Meeting – Microsoft Teams  
Vaughan City Hall**

**Wednesday, September 10, 2021**

**1:00 p.m.**

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Directors Present: Regional Councillor Gino Rosati  
Michael Coroneos

Officers Present: Regional Councillor Gino Rosati, Chair  
Michael Coroneos, Treasurer  
Christine Vigneault, Secretary

By Invitation: Ashley Travassos, Executive Director  
Feiona Gobin, Tourism Development Officer  
Ashley Angeloni, Tourism Development Coordinator  
Raphael Costa, Director, Economic and Cultural Development  
Ayo Ogor, Legal Services  
Felicia Coniglio, Corporate and Strategic Communications  
Fran Hohol, CBRE Tourism Ltd.  
Hildegard Snelgrove, Senior Analyst, CBRE Ltd  
Aileen Murray, Mellor Murray Consulting (contracted by CBRE Ltd)  
Tracy John, Amplify Communications (contracted by CBRE Ltd.)

**OPENING REMARKS**

Vice Chair, Regional Councillor Gino Rosati, introduced the Directors present and welcomed attendees.

**1. CONFIRMATION OF AGENDA**

On motion duly made, seconded, and unanimously carried, the following resolution was passed by the Directors:

Moved By: M. Coroneos  
Seconded By: C. Vigneault

**RESOLVED** that the September 10, 2021 meeting agenda be approved.

**CARRIED**

## 2. DISCLOSURE OF INTERESTS

The Directors present did not declare interest on any matter present on the agenda.

## 3. ADOPTION OF MINUTES (March 31, 2021)

On motion duly made, seconded, and unanimously carried, the following resolution was passed by the Directors:

Moved By: M. Coroneos  
Seconded By: C. Vigneault

**RESOLVED** that the minutes of TVC Board of Directors meeting on March 31, 2021 be approved.

**CARRIED**

## 4. COMMUNICATIONS

Chuck Thibeault, Central Counties Tourism – TVC Governance Recommendation Concern (Attachment 1)

## 5. CONSIDERATION OF ITEMS REQUIRING DISCUSSION

### 5.1 EXECUTIVE DIRECTOR UPDATE

Ashley Travassos, Executive Director provided an update to the Board on TVC funding, industry insights, travel trends, Vaughan accommodation performance trends (from 2019 – present), overall GTHA occupancy and ADR recovery outlook. She reviewed current initiatives, including Save & Spend accommodations incentive program in YDH, Safe Travel Stamp, Visitvaughan.ca Awareness Campaign, social media performance, blog activity on the Tourism Vaughan website, Taste of Vaughan & Great Taste of Ontario campaign, and (draft) visitor map. She also provided an overview of confirmed and pending event leads and projected economic impact and reviewed the Get Down to Business in Vaughan business event attraction program.

In response to Michael Coroneos, Ms. Travassos advised there is a probability that the estimated event numbers for the 2022 Canada Soccer National Championship / Jubilee Trophy and Princess Margaret Road Hockey to Conquer Cancer may change due to Covid. She advised that capacity limits will be determined by the prescribed health guidelines.

On motion duly made, seconded and unanimously carried, the following resolution was passed by the Directors:

Moved By: M. Coroneos  
Seconded By: C. Vigneault

**RESOLVED** to accept the Executive Director Update.

**CARRIED**

## 5.2 GOVERNANCE REVIEW

Raphael Costa, Director, Economic and Cultural Development, provided the Board with recommendations arising out of the TVC Governance Review.

The purpose of the governance review is to fill the vacancy of TVC Chair and President, replace the initial board, set up an appropriate governance structure, and finalize organizational policies as required to ensure that the goals of good governance and accountability to stakeholders are enshrined in the operations of the TVC.

Recommendations:

- i. That the role of Chair for the Tourism Vaughan Corporation be separated from the role of President of the Corporation and be elected by the Board of Directors and that Section 33 of TVC By-law 1 be amended, as required to implement this change.
- ii. That the Director, Economic and Cultural Development adopt the role of President, TVC and act as lead staff advisor to the Board of Directors of the Tourism Vaughan Corporation, and that the Manager, Tourism, Arts, and Culture continue to perform the duties of the Executive Director, TVC and that TVC By-law 1 be amended, as required to implement this change.
- iii. That Council approve a change to the Board of Directors of the Tourism Vaughan Corporation, composing of four (4) Directors, to be comprised of four (4) members of Council.
- iv. That Council appoints four (4) members of Council to be members of the Board of Directors of the Tourism Vaughan Corporation, the term of which shall be effective as of December 2021 until a new Council is elected in 2022.
- v. That the City Manager be authorized to execute the appropriate Tourism Vaughan Corporation-related corporate documentation on behalf of the City, in a form satisfactory to Legal Services, necessary to implement the recommendations in this report.
- vi. That the Memorandum of Agreement between Tourism Vaughan Corporation and The Corporation of the City of Vaughan ("MOA") be amended to implement the recommendations in this report and that the City Manager be authorized to execute the appropriate amending MOA on behalf of the City, in a form satisfactory to Legal Services.
- vii. That staff establish and support operations a Tourism Vaughan Advisory Committee (TVAC); and that the TVAC will have a primary role of providing recommendations to the Board; and that a call for members be conducted as soon as possible in accordance with the attached Terms of Reference.

Chair Rosati called for questions or comments from the Board or stakeholders on the TVC Governance Review.

Chuck Thibeault, Central Counties Tourism, reviewed his submission to the Board and advised that the mandate of the Municipal Accommodate Tax is to assist the tourism industry. He noted that best practices for Board composition include stakeholder representation and expressed concern that the proposed governance structure is not in keeping with the O. Reg 435/17.

In response to Christine Vigneault, Mr. Coroneos reviewed the regulatory requirements of the Municipal Accommodate Tax. He noted that he supports the composition as presented and acknowledged the importance of stakeholder involvement on the Tourism Vaughan Advisory Committee (TVAC) in providing direction to the Board on future composition.

Dwayne McMulkin, Canada's Wonderland, commented that there is value in having the attractions industry on the Board as opposed to an advisory committee. He added that in his experience sitting on a number of committees and boards, engagement from members is greater in a Board structure compared to advisory committees.

Mr. Thibeault requested clarification on the role of President, he commented that tourism experience is required on the Board. He acknowledged that Central Counties Tourism will continue to work with the TVC and acknowledged the hard work and accomplishments of staff.

In response to Mr. Thibeault, Mr. Costa clarified the proposed role of President and advised that the proposed governance model would separate the role of Chair and President. He responded to questions regarding the salary composition for the position of President and noted that he would review the salary structure with Legal.

Angela Poletto, McMichael Canadian Art Collection, commented that the Board should include stakeholder representation. She thanked staff for their hard work.

Chair Rosati acknowledged the City's role as a shareholder and advised that once the new Board structure is in place, the Board would undertake a review of the member criteria.

Mr. Coroneos acknowledged the importance of establishing the TVAC as soon as possible to satisfy the goal of having the right people on the Board.

Mr. Costa provided some approximate timelines of when the TVAC could be established, possibly as early as mid-November early December.

Ms. Travassos commented that not having industry representation on the Board has been challenging and noted that she looks forward to having representation on the Board.

Michele Pellegrini, Giro D'Italia Ristorante, thanked staff for their assistance with the tourism industry and requested consideration to having industry representation on the Board.

On motion duly made, seconded and unanimously carried, the following resolution was passed by the Directors:

Moved By: C. Vigneault  
Seconded By: M. Coroneos

**RESOLVED** that the governance review be approved and a report be forwarded to the Voting Member with the presented recommendations for approval; and  
THAT a recommendation be made to the Voting Member to establish the TVAC as soon as possible with the goal of providing recommendations to the Board; and  
THAT correspondence received from Chuck Thibeault, Central Counties Tourism on September 10, 2021 be provided to the Voting Member for consideration.

**CARRIED**

### **1.3 DESTINATION MASTER PLAN**

Fran Hohol, CBRE Tourism Ltd, provided opening remarks on the presentation of the Destination Master Plan, which included an overview of the process, fundamentals, key strategic actions, and next steps.

Hildegard Snelgrove, Senior Analyst CBRE Ltd, provided the Board with SWOT review.

Aileen Murray of Mellor Murray Consulting (contracted by CBRE Ltd) provided the Board Master Plan pillars and goals.

Ms. Hohol reviewed governance and City policy framework.

Ms. Snelgrove gave an overview on product development.

Ms. Murray reviewed local, regional, and provincial partnerships.

Tracy John of Amplify Communications (contracted by CBRE Ltd.) gave an overview of marketing and communication strategies.

Ms. Hohol, provided an overview of research and data analysis and next steps.

On motion duly made, seconded and unanimously carried, the following resolution was passed by the Directors:

Moved By: M. Coroneos  
Seconded By: C. Vigneault

**RESOLVED** to approve the Destination Master Plan and that a report be forwarded to and a presentation be provided to the Voting Member for approval.

**CARRIED**

**6.0 STAKEHOLDER DEPUTATIONS**

The Vice Chair called for stakeholder deputations. There was no response.

**7.0 OTHER BUSINESS**

None

**8.0 CONFIRMATION OF NEXT SCHEDULED MEETINGS**

The next meeting of the Board will be determined after the approval of the Governance Review by the Voting Member.

**CARRIED**

**9.0 ADJOURNMENT OF MEETING**

On motion duly made, seconded and unanimously carried, the following resolution was passed by the Directors:

Moved By: C. Vigneault  
Seconded By: M. Coroneos

**RESOLVED** that the meeting be adjourned at 2:58 p.m.

**CARRIED**

The minutes of the September 10, 2021 TVC Board of Directors meeting have been approved:

\_\_\_\_\_ Date: \_\_\_\_\_  
Chair

\_\_\_\_\_ Date: \_\_\_\_\_  
Secretary

**From:** [Chuck Thibeault](#)  
**To:** [Christine Vigneault](#); [Gino Rosati](#); [Michael Coroneos](#)  
**Cc:** [Ashley Travassos](#)  
**Subject:** [External] TVC Governance Recommendation Concern  
**Date:** Friday, September 10, 2021 12:00:14 PM  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)

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Good Afternoon TVC Board,

As you may be aware, I sent an email to council yesterday expressing industry concern regarding the proposed governance model for TVC. The email is below and I would like to request that it be presented at today's board meeting. Please let me know if you have any questions.

Best regards,



**Chuck Thibeault**

Executive Director  
**Central Counties Tourism**

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Dear Members of Council,

It has come to our attention that an important accountability issue is occurring tomorrow!

We would like to ensure you are aware of the potential issues resulting from this vote and that you have the background and information needed to ask the necessary questions to your colleagues as stewards of our government dollars.

### **Municipal Accommodation Tax (MAT) Overview** **Ontario MAT Background:**

- In 2017, the Government of Ontario introduced a regulation permitting municipalities to implement a **new revenue tool** called a Municipal Accommodation Tax (MAT) . This regulation requires a municipal bylaw be developed outlining / mandating:
  1. How the funds will be collected via the tourism (accommodation) industry, and at what rate (%),
  2. How the funds will be remitted to the municipality, and;
  3. How the **required** 50% allocation to the municipality and 50% allocation to the Not for Profit organization with a tourism development mandate

will be governed.

- Since establishing the MAT regulation, many municipalities across Ontario have established a MAT Bylaw.
  - **City of Mississauga** is a good example of governance and cooperation. A ***MSC – Municipal Services Corporation with a tourism destination development mandate has been established***, and the Board of Directors with a strong balance of municipal representation (3) and industry expertise (9). Link for more information: <https://www.mississauga.ca/city-of-mississauga-news/news/tourism-mississauga-announces-new-board-of-directors/>
  - **City of Toronto** has also established a MAT, and chosen to forward the 50% industry allocation to Destination Toronto (formerly Tourism Toronto), an ***existing Not for Profit corporation with the tourism destination management mandate***. This model is also a wonderful governance example, balancing municipal interest and industry representation. At present, Destination Toronto Board of Directors includes one (1) Councillor and one (1) City staff members. See Page 4 for more governance information: <https://www.toronto.ca/legdocs/mmis/2019/ec/bgrd/backgroundfile-138449.pdf>
- The City of Vaughan approved the implementation of a MAT, and that a MSC – Municipal Services Corporation (*similar to Mississauga example above*) serve as the Not for Profit with a Tourism Destination Management mandate be established as Vaughan Tourism.
- In 2020, the City of Vaughan hired the consulting firm CBRE to develop a Tourism Master Plan. The cost for this Plan was **\$120,000**.

#### **Current STATUS:**

- **Tomorrow, FRIDAY September 09, 2021**, the interim Board of Directors of Tourism Vaughan Corporation will be voting on the Tourism Vaughan governance recommendation.
- The current recommendation calls for a Board structure consisting of City Council members and one (1) staff member, the Director of Economic Development, who will also be named the President of the organization. ***There is no tourism industry representation proposed for the Vaughan Tourism Board of Directors.***
- This approach is not in keeping with the spirit of the Ontario regulation, nor does it reflect tourism industry best practices. This vote will jeopardize **Vaughan's reputation as a leader in municipal governance and accountability.**

#### **Your ACTIONS are required TODAY:**

1. Request that **the interim Board to postpone the vote to establish the Vaughan Tourism Board**, until a fulsome investigation can be undertaken to understand the rationale for a recommended Tourism board structure that is absent of tourism experience and representation.
2. Request that **the interim Tourism Vaughan Board establish an industry**



**represented Tourism Advisory Committee (TAC) immediately** / within the next month (before October Council meeting), with a minimum of nine (9) industry appointed representatives. The Vaughan TAC mandate would be to provide staff and Council with tourism industry knowledge and expertise required. The TAC will also **ensure the \$120,000 Tourism Master Plan is implemented, and that another expensive report does not end up on the shelf as wasted tax-payer dollars.**

Your action is needed to ensure you have **the necessary accountability is in place** for the millions of potential dollars to be collected from the MAT for Vaughan in the coming years.

We thank you in advance for your immediate **attention to this important accountability matter,**  
Sincerely,



**Chuck Thibeault**

Executive Director  
**Central Counties Tourism**

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