

COMMITTEE OF THE WHOLE – SEPTEMBER 15, 2003

**PUBLIC INPUT INTO THE DESIGN OF THE NEW CIVIC CENTRE
FINANCING THE CIVIC CENTRE
VAUGHAN CIVIC CENTRE DESIGN COMPETITION**

Recommendation

The City Manager recommends that:

1. That staff and the Professional Advisor complete the Request for Proposal for the Vaughan Civic Centre Design Competition on the basis of the criteria identified in Part 2, (“Structure and Content of the RFP”) of this report (September 2, 2003) and the specific recommendations set out below;
2. That the following elements of the Request for Proposal for the Vaughan Civic Centre Design Competition are hereby submitted to Council to be confirmed:

- a) that the Request for Proposal be issued upon ratification of this recommendation by Council, with the submission date for the Proposals set for no later than December 10, 2003;

- b) that the building program be composed of the:

Vaughan Civic Administration (including 4,000 sq. ft daycare):	239,000 sq. ft.
Vaughan Public Libraries:	36,000 sq. ft.
Hydro Vaughan Distribution Inc.	<u>50,000 sq. ft.</u>
	325,000 sq. ft.

- c) that the building program specify that, due to space constraints, urban design objectives and functional issues, the Resource Library shall be located on two levels within the City Hall building and no such level shall exceed 18,500 square feet and that no drive through facilities shall be provided;

- d) that the design cost be established at \$76,000,000 (including construction costs, site work and building fitout) and that this amount be included in the Request for Proposal as one of the City’s design criteria;

- e) that the Request for Proposal include a contract for professional services in respect of the development of the Vaughan Civic Centre specifying the fee at 5.5% of the construction cost, inclusive of all consulting costs;

- f) that the following critical design criteria be incorporated into the Request for Proposal:

Maximum building height:	6 storeys
Minimum setback from Major Mackenzie Drive:	6 metres
Minimum Building Setback from Residential Areas:	25 metres
Minimum Building Setback from GO Rail Line:	30 metres

Required Parking Spaces:

Underground:	30 spaces under the City Hall footprint
At Grade:	3.0 spaces/100 sq. m.
Civic Square:	Minimum area of .5 ha
Municipal Park:	Minimum area of 2.4 ha

- g) that access to the site be provided in accordance with the recommendations of the Civic Centre Access Optimization Study, as prepared by the IBI Group, including:
- One improved signalized access in the immediate vicinity of the current signalized access, with two outbound lanes and one inbound lane;
 - A westbound left turn lane on Major Mackenzie Drive at the signalized intersection;
 - A right in – right out ingress/egress to the west, generally between Ontario Street and the current access;
 - An emergency access to Keele Street connecting to the Beaverbrook House driveway; and
 - Ultimate elimination of all other accesses;
3. That Staff proceed with the Phase II Environmental Site Assessment;
 4. That the Mayor and Clerk be authorized to execute the confidentiality agreement between the Ventin Group Ltd. Architects and the Corporation of the City of Vaughan;
 5. The written submissions from the Ratepayers' organizations be appended to the Request for Proposal issued to the short listed Architects;
 6. The short listed Architects be advised that public input is being provided for the consideration of the Architects in the preparation of their designs, as a complement to the design criteria set out in the RFP, however, the design criteria specified in the RFP, including construction costs and the building program, shall take precedence in the event of any conflict;
 7. The floor space in the building program be increased by 2,000 square feet (civic portion) to allow for the provision of a multi-purpose committee/seminar/community room, for the purposes of the design competition and that this space requirement be re-evaluated during the finalization of the building program, after the selection of the winning architect;
 8. **Council provide direction on whether it wishes to include office space for the Vaughan Chamber of Commerce in the new City Hall for the purpose of the design competition;**
 9. **Should Council choose to include office space for the Vaughan Chamber of Commerce in the building program, it shall be increased by 3,000 square feet (civic portion) and the competing Architects be provided with mutually acceptable criteria for the inclusion of this use;**
 10. The building program for the design competition be amended to reflect the changes directed by Council and that the construction budget be adjusted accordingly.

Purpose

The purpose of this report is to address comments received from the public on the Vaughan Civic Centre Design Competition and to provide a financial analysis of the proposed project, including funding sources, as directed by Council on September 8, 2003.

Background – Analysis and Options

1. Public Input into the Design of the New Civic Centre

a) Background

On June 23, 2003, Council directed that a public information meeting be held in July 2003 to inform the public of the process being used to design and develop the Civic Centre site and the new City Hall and to allow the public to provide input on its priorities for the site. This meeting was held Wednesday July 23, 2003 at 7:00 p.m. in the Council Chambers. Notification was by way of a newspaper advertisement on the Vaughan "City Page" in The Liberal; on the City's website; and by mail to all Vaughan Ratepayers' Organizations, the Vaughan Chamber of Commerce and all property owners within 1000 metres of the Civic Centre.

Approximately fifty people attended the meeting. A number of oral submissions were received. However, it was requested that further time be allowed to provide written input. It was agreed that the commenting date should be extended to September 8, 2003 to allow the ratepayer's organizations to meet to formulate their responses. On July 24, 2003 a letter was sent to the Vaughan Ratepayers' Organizations and the Vaughan Chamber of Commerce advising that comments could be provided up to Monday September 8, 2003. Attached to the letter were the slides presented at the public meeting by the Ventin Group Architects.

On September 8, 2003 Council adopted a resolution requiring:

That the comments received from the public be addressed in a report to the Committee of the Whole meeting on September 15, 2003.

This report has been prepared in response to this request.

b) The Respondents

The responding organizations/persons include:

- The Crestwood, Springfarm, Yorkhill Residents' Association;
- Co-Operative of Vaughan Ratepayers' Organizations (COVRA) Response including:
 - Belvedere Estates Ratepayers Association;
 - Weston Downs Ratepayers Association;
 - Glens Shields Ratepayers Association;
 - Concord West Ratepayers Association;
 - Vellore Woods Ratepayers Association.
- Vaughan C.A.R.E.S.;
- Mr. Bernie Green; and
- Mr. Paul DeBuono

The responses from the Crestwood, Yorkhill, Springfarm Residents' Association, COVRA and Vaughan C.A.R.E.S provided input into the design and development of the Civic Centre site.

c) The Comments

The comments from the ratepayers' organizations are well thought out and largely reflect the philosophy that the Request for Proposal will be trying to convey to the competing Architects.

A number of comments in the "Conclusion" section of the COVRA response is noteworthy in that they encapsulate the "spirit of place" they envision.

. . . Overall we would like a Civic Centre that is more than just a City Hall. It should have "something for everyone" and it should become the "Number One Gathering Place" for all Civic Festivities and City Wide Events. As a city it is important that celebrations such as Canada Day be held at our Civic Centre and not in the back of a community centre.

It is important for the Civic Centre to make a statement as a landmark while at the same time it must be built with fiscal responsibility and restraint in mind. The interior layout should be simple to understand and follow. It is essential that this building be "user friendly" unlike the York Region Building, which is very confusing for visitors. The Civic Centre should be planned with future expansions such as a Performing Arts and Living Arts Centre.

Areas such as the main entrance and council chambers should be impressive while offices and meeting rooms should reflect fiscal constraint. Emphasis should be placed on incorporating leading technology in communications in this building and to incorporate infrastructure for future technology.

This approach is repeated by Vaughan C.A.R.E.S, which states that. "We are in full support of moving forward with the process, keeping in mind that although we would like to have a City Hall that is attractive, community oriented and inviting, the costs must not be exuberant".

Similarly, the Crestwood, Springfarm, Yorkhill Residents Association believe the, "Design of the new City Hall and Civic Centre Site should focus on maximum function – minimal (if any) wasted space." They do recognize the need for facilities such as a "foyer/atrium entrance – possibly large enough to be used for exhibits or a reception area. In addition, they suggest that it would be useful to have a lounge area/meeting room for use by "residents, ratepayers, taxpayers, stakeholders" or a large meeting room that would be used for large attendance meetings.

A number of comments involve issues that will have to be addressed during the detailed design of the building. One such example is the need to ensure that the Council Chamber is fitted out with state of the art electronics (audio and visual) for the benefit of the public, staff and Council. This is not the level of detail that is required for the design competition. However, it is appropriate that these considerations be taken into account in the planning for the new building.

These written responses form Attachment No. 1 to this report.

d) Discussion and Recommended Actions

The comments from the ratepayers' organizations are consistent with the approach that will be taken in the Request for Proposal; that is identify the key functional requirements of the City, prescribe a reasonable budget, identify critical design criteria and then allow the competing Architects the opportunity to respond to the challenge in their own way. As such, these comments will form a useful adjunct to the RFP because they present the perspective of an important constituency. Therefore, it is recommended that the written comments be attached as an appendix to the Request for Proposal, for the consideration of the competitors.

In order to ensure clear direction to the competing Architects, the RFP will need to specify that its provisions will take precedence over the appended comments, where any conflicts may arise. It

appears that this will not be a major issue as the provisions of the RFP and the public input will be more complementary than conflicting.

As noted, it was suggested that there was the need for a large meeting room. Presently, the building program includes provision for three committee rooms (450 square feet each) and two hearing rooms (900 square feet) to accommodate OMB Hearings. However, there is no large multi-purpose room that could accommodate larger gatherings. As suggested such a room could be booked by the public in the evening or during the day and it could also be used by the City for such uses as Committee of the Whole Working Sessions; large O.M.B. Hearings, seminars, vote tabulation and receptions. It would be potentially modeled after one of the three large seminar/committee rooms, which the Region of York has located adjacent to its Council Chambers. These rooms can be configured for a number of purposes and are very well used.

Therefore, it is recommended that an additional 2,000 square feet of floor space be allocated to the common areas and be assigned to the "Committee Room" category. This would increase the total Committee Room Space to 3,350 square feet from 1,350 square feet. This would potentially allow for the creation of one large and several smaller committee rooms. By specifying the use of moveable partitions the flexibility of this space would be enhanced.

This would increase the total space required by the civic portion of the building from 239,000 square feet to 241,000 square feet. It is recommended that this additional floor space be included in the initial building program for the purposes of the design competition. It can be re-evaluated during the final building design, upon selection of the architect.

2. Vaughan Chamber of Commerce

The Vaughan Chamber of Commerce has formally expressed interest in being included in the new city hall. This is set out in the letter of Mr. Thomas Kent, President and Chairman of the Board, dated September 12, 2003, which forms Attachment No. 2 to this report.

Mr. Kent notes that the Board believes there will be the need for a lease between the City and the Chamber. In addition, there will be issues of signage and exposure. The letter states that the Chamber will require between 2,000 and 3,000 square feet and probably a separate entrance, the latter indicating the need for a ground floor location.

If the Chamber is to be accommodated, its needs will have to be taken into account in the design competition. Should Council see merit in this opportunity, Staff should be directed to increase the building program by 3,000 square feet and identify mutually satisfactory criteria respecting matters like location, adjacencies and entrance requirements for the consideration of the competing architects. Staff should also be directed to negotiate a leasing arrangement.

If an agreement cannot be reached, then this space can be deleted from the building program or reallocated to other uses.

3. Financing the Civic Centre

For the purpose of guiding the four (4) short-listed architects in their design of a new Civic Centre a budget has been established by Council. The decision with respect to the design and the various components to be included in the final design of the Civic Centre will be required from Council in approximately January 2004. Until that point in time a final budget will not be known.

Funding for the project will come from a variety of sources. These sources include:

- Reserve funds on hand;
- Potential proceeds from the sale of surplus City owned lands;
- Funding currently provided for in the operating budget;

- Potential for DC funding for a portion of the Park development;
- DC funding for the growth related land component for the Library; and
- Issuance of debt.

There are a number of factors that will impact the final cost of the project and therefore the funding requirements. These are as follows:

- Final square footage of the facility;
- Level of finish;
- Amount of reusable furniture and equipment;
- Structure of the financing arrangement; and
- Interest rates in effect at the time of borrowing.

The September 2003 Closed Working Session Report provided an initial cost estimate of \$78M for the Civic Centre component only. This was based on 239,000 sq. ft. at an average cost of \$216/sq. ft., site work of \$7.5M, an escalation factor \$3.5M (6 %) and an estimate of \$15.7M (25 %) for soft costs.

As provided in previous reports the City has the current capacity to fund approximately \$44M, assuming the availability of proceeds from the sale of two (2) parcels of surplus City lands. Providing there other no other surplus lands to be sold or funds to be directed towards this project the difference between the estimated cost referred to above and the funding capacity will be funded through the issuance of debt.

There is a definite need to for additional space as part of the Civic Centre. This was most recently confirmed when the building program was completed. A study in early 2003 identified the cost difference between various options for providing space as being less than \$8M. Given the need to proceed with the provision of appropriate space the decision becomes more one of design and the level of finish of the facility desired by Council. As noted above these decisions are among of the decisions that will be determined when the architect and the final design is determined.

Conclusion

The comments from the Crestwood, Springfarm, Yorkhill Residents Association, COVRA and Vaughan C.A.R.E.S will be useful in conveying an important public perspective to the Architects competing in the design competition. For this reason it is recommended that these be appended to the Request for Proposal for consideration by the competitors.

It is also being recommended that an additional 2000 square feet of common space be added to allow for the creation of a larger multi-purpose committee/seminar/community room. This would be included for the purposes of the design competition and could be reassessed before the finalization of the building program. In respect of the request from the Vaughan Chamber of Commerce, staff is seeking direction on whether the building program for the design competition should be expanded to include additional floor space for the Chamber's offices.

Should Council concur, the recommendations set out in the "Recommendation" section of this report be adopted.

Attachments

1. a) Response from the Crestwood, Springfarm, Yorkhill Residents Association;
b) Response from Co-operative of Vaughan Ratepayers Association (COVRA);
c) Response from Vaughan C.A.R.E.S.
2. Letter from Mr. Thomas Kent, President and Chairman of the Board, Vaughan Chamber of Commerce, September 12, 2003

Report Prepared by:

Roy McQuillin, Manager of Corporate Policy, ext. 8211

Respectfully submitted,

Michael DeAngelis
City Manager

Bellisario, Adelina

From: Traub, Debi
 Sent: Thursday, September 04, 2003 11:14 AM
 To: Bellisario, Adelina
 Subject: From Marilyn Richmond as per your voicemail request

ITEM #

 ADDITIONAL
 INFORMATION

Special CW-Sept. 8/03

-----Original Message-----

From: Meril Rich (mailto:merilric@yahoo.com)
 Sent: Sunday, July 20, 2003 3:23 PM
 To: Debi.Traub@vaughan.ca
 Subject: Debi-please save a copy for Susan and please forward to City Manager thanks

--- Meril Rich (merilric@yahoo.com) wrote:
 * Date: Sun, 20 Jul 2003 12:18:14 -0700 (PDT)
 * From: Meril Rich (merilric@yahoo.com)
 * Subject: Debi-please save a copy for Susan and please forward to City Manager thanks
 * To: debi-traub@vaughan.ca
 * CC: merilric@yahoo.com
 *
 * To: Office of the City Manager
 * Vaughan Civic Centre Design Competition
 *
 * From: Crestwood, Springfield, Yorkhill
 * Residents' Association, President Marilyn Richmond
 * merilric@yahoo.com
 *
 * As per your request, here is our input:
 *
 * Design of the new City Hall and Civic Centre Site
 *
 * should focus on maximum function- minimal (if
 *
 * any/wasted space.
 *
 * Foyer/atrium entrance moderate-possibly large enough
 * to be used for exhibits or reception area similar to
 * City Playhouse-but not large. Office space,
 * * studios,
 * * meeting rooms, etc. should be of a comfortable size-
 *
 * less area in foyer equals more room for other
 * * usable
 * * space areas. More space for everyday use by all
 *
 * * employees rather than large open empty areas that
 * * are
 * * just for show. Include a lounge area/meeting room
 * * for
 * * use by residents, ratepayers, taxpayers,
 * * stakeholders
 * * to relax, meet. Be sure Council Chambers have
 * * adequate
 * * seating for public hearings and/or include
 * * an auditorium (only if it would be used at other
 * * times)
 * * or extra large meeting room that would be used for
 * * large attendance meetings. Functional areas can

- > still
- > be aesthetically pleasing as per a small entrance
- > foyer/atrium. Be sure to consider ergonomics, an
- > excellent ventilation system (adjustable heating and
- > a/c-throughout building), adequate lighting inside
- > and
- > outside the buildings and adequate lighting in each
- > office/cubicle including window light. Be sure to
- > consider safety of all areas, inside and out. Floor
- > space in vehicles and offices must include window
- > view. Design with the idea in mind that furniture
- > must
- > be arranged so that worker faces window view and
- > doorway/entrance to office is to the side of where
- > the
- > worker is sitting, so back of worker does not face
- > doorway-Also, worker must be close to exit and
- > visitors to office must be in office to talk, etc.
- > not
- > blocking doorway.
- >
- >

> Thank you for keeping us informed. We look forward
> to
> updates. Mailing address: Crestwood, Springfarm,
> Yorkhill Residents' Association
> Marilyn Birchwood, President
> 17 Jonathan Gate
> Thornhill, Ontario L4G 5K3

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**CO-OPERATIVE OF VAUGHAN RATEPAYERS ASSOCIATION
(COVRA)**

**81 BLACKBURN BLVD.
WOODBIDGE, ONTARIO
L4L 7J5**

September 8, 2003

Mayor and Members of Council
The City of Vaughan
2141 Major Mackenzie Drive
Vaughan, Ontario L6A 1T1

Dear Mayor and Members of Council:

Thank you for the opportunity to provide preliminary comments on the design of the new City Hall and surrounding Civic Centre site.

The following is a list of ideas and thoughts that we recommend the City consider in planning and designing the new City Hall and Civic Centre. We would appreciate the opportunity to provide further detailed comments as the project progresses through its various design stages.

In no particular order the following are features and considerations that we would like the City to incorporate during the planning and design stage:

- incorporation of a Clock Tower, a typical symbol of a Civic Centre
- water fountain feature that can be converted to a skating rink in the winter
- plenty of flowers and landscaping
- gathering place such as a large square with an abundance of seating and greenery
- major water play area with a significant children's playground
- skating rink that can be utilized for New Years Eves festivities
- provision for a future Living Arts Centre similar to the Mississauga Living Arts Centre that can be utilized by local artists and for the provision of arts related activities for residents
- provision for a future Performing Arts Centre similar to Mississauga's Performing Arts Centre
- no underground parking for visitors to ensure the comfort and safety of residents visiting the City
- plenty of "no charge" parking for visitors in close proximity to building entrances
- user friendly interior design - possibly utilizing colours and paths
- simple symmetrical design; easy to find departments and offices etc.
- ground level reception - technologically up to date
- open concept - lots of natural light
- grandiose - granite - statement should be made in the entrance not the whole building
- comfortable lounge with leather couches and plenty of seating and up to date communication systems
- skating rink and community square should be in front of the building not in the back
- public areas should be visible from Major Mackenzie

- impressive main entrance into the site - anyone passing should easily recognize the building as Vaughan's City Hall
- underground parking should be for staff - plenty of security should be built in
- connection to GO train station should be considered
- Art Gallery should be incorporated as part of the Living Arts Centre or City Hall
- City of Vaughan Official Souvenir Shop should be incorporated
- Official Vaughan Museum could be included in the Civic Centre
- Vaughan Archives should be housed at the Civic Centre where it belongs
- Cafeteria for staff and visitors should have natural light
- indoor Coffee Shop with Coffee Bar should be incorporated into the main floor in proximity or within the main entrance area as well as being in proximity to the Council Chambers; this Coffee Shop should have extended hours
- meeting rooms for Ratepayers groups and Community Groups
- the Council Chambers should have electronic voting
- an electronic board in the Council Chambers should include the whole agenda displaying which agenda is currently being discussed, which has passed, which has been deferred, which has been declined etc so that residents and staff attending can easily access the status of items
- addendum items should be included on the electronic board
- another option to an electronic board is access to computer terminals with up to date information as it is transpiring in the Council Chambers so that residents and staff can readily access the status of items on the agenda
- information terminals for the media
- colours in the council chambers should be soothing not "dizzy" such as the current interior decorating
- all seats in the council chamber should have unimpaird view (similar to movie theatre)
- council should be at the bottom not the top of the room (similar to York Region Council Chambers)
- provision for LED screens at every or between every two seats so visitors and staff have access to full information
- accessibility of all seats to the deputation microphone (ie. no balcony)
- outside garbage cans, seating and lighting should reflect "Old Vaughan"; these elements should be attractive
- the face of the building should include mone and glass
- the council chambers should have proper lighting which is comfortable for all eyes
- there should be more than one projection screen and they should be properly situated with proper lighting controls
- a closed "parent room" (similar to rooms some churches have) with an enclosed viewing area, a two-way sound system and a family washroom would be ideal and very progressive; this would allow residents with children greater flexibility to attend public hearings and council meetings; this room should include child size tables and busy heads; this room could be used as a meeting room when it is not being utilized to accommodate public meetings
- Council and Commissioner and Director offices should have attractive but modest standards (ie. no fireplaces or extra kitchens)
- the outdoor premises should include a natural stage made of stone that can be used as an amphitheatre for outdoor concerts or presentations
- a day care facility for staff should be included as a wing in the Seniors Resident if it is rebuilt

CONCLUSION

We would appreciate consideration of all of the above noted suggestions. Overall we would like a Civic Centre that is more than just a City Hall. It should have "something for everyone" and it should become the "Number One Gathering Place" for all Civic Festivities and City Wide Events. As a city it is important that celebrations such as Canada Day be held at our Civic Centre and not in the back of a community centre.

It is important for the Civic Centre to make a statement as a landmark while at the same time it must be built with fiscal responsibility and restraint in mind. The interior layout should be simple to understand and follow. It is essential for this building to be "user friendly" unlike the York Region Building which is very confusing for visitors. The Civic Centre should be planned with future expansions such as a Performing Arts and Living Arts Centre.

Areas such as the main entrance and council chambers should be impressive while offices and meeting rooms should reflect fiscal constraint. Emphasis should be placed on incorporating leading technology in communications in this building and to incorporate infrastructure for future technological changes.

The Civic Centre should be highly visible from Major Mackenzie and parking and facilities should be in front and not in the back of the building.

Thank you for your time and consideration. We look forward to providing further input throughout the process.

Yours truly,

COVRA

Maria Polyzouli
Secretary

VAUGHAN C.A.R.E.S.
P.O. 865
Maple, Ontario

September 8, 2003

Mr. Michael DeAngelis, City Manager
City of Vaughan
2141 Major Mackenzie Drive
Maple, Ontario
L6A 1T1

Dear Sir:

RE: Vaughan Civic Centre/ City Hall

With reference to today's Committee of the Whole meeting, I wish to advise you that members of Vaughan C.A.R.E.S. participated throughout the site selection process for the new City Hall. We provided our input and wish to confirm that we are in support of the location which City Council selected.

It is my recollection that discussions on the location and the type of City Hall residents would like to see have been going on for approximately ten years now. We believe that much time and effort has been put forth by City of Vaughan Council and staff in the selection process.

Therefore, we are in full support of moving forward with the process, keeping in mind that although we would like to have a City Hall that is attractive, community oriented and inviting, the costs must not be exuberant.

We look forward to viewing the plans to be submitted by the architects, and request that you please notify us of any future meetings with respect to same.

Yours truly,

Aurelia Bertouchi
Co-President, Vaughan C.A.R.E.S.

cc: Mayor Michael Di Biase



VAUGHAN CHAMBER OF COMMERCE

180 Highway 7 East, Unit #10, Vaughan ON L4L 1R2 • Tel: 905-701-0200 • Fax: 905-701-1913 • Email: info@vaughancommerce.ca • Web Site: www.vaughancommerce.ca

September 12, 2003

Attachment 2

Mr. Frank Miele
City of Vaughan Dept. of Development Services
2141 Major Mackenzie Dr.
Civic Centre
Maple, ON L6A 1T1

Re: New Civic Centre

Dear Frank,

I am pleased to advise that the Board has reviewed the issue of possibly locating the Chamber at the new Civic Centre and, generally speaking, is partial to the idea.

At this point, the Board believes there would have to be a lease as between the City and the Chamber and there are other issues such as signage and exposure to be considered and approved, as the planning proceeds. At this juncture, we believe that the Chamber would require between 2,000 - 3,000 square feet and, likely, a separate entrance.

Needless to say, there are likely many ideas and planning issues to be discussed. However, you can regard this letter as the Chamber's commitment, at this point in time, to secure the aforementioned amount of space, subject to finalizing details.

I would like to meet with you in the near future, to discuss this and other matters, and maybe you could have your office contact my assistant, Lily Romano, at 416-798-2929, ext. 6, to make arrangements. Perhaps we could have lunch some day.

With best wishes,

Mr. Thomas S. Kent
President & Chairman of the Board
Vaughan Chamber of Commerce

cc:
Mr. Michael De Angelis
City Manager
City of Vaughan

Mr. Paul Drabury
CEO & Commissioner of Ombuds
Vaughan Chamber of Commerce

