

CITY OF VAUGHAN
REPORT NO. 41 OF THE
COMMITTEE OF THE WHOLE
(CLOSED SESSION)

*For consideration by the Council
of the City of Vaughan
on September 11, 2006*

The Committee of the Whole (Closed Session) met at 6:42 p.m., on September 5, 2006.

Present: Councillor Peter Meffe, Chair
Mayor Michael Di Biase
Regional Councillor Mario F. Ferri
Regional Councillor Joyce Frustaglio
Regional Councillor Linda D. Jackson
Councillor Tony Carella
Councillor Bernie Di Vona
Councillor Sandra Yeung Racco
Councillor Alan Shefman

The following items were dealt with:

1 NOMINATION OF RECIPIENT FOR THE CIVIC HERO AWARD

The Committee of the Whole (Closed Session) recommends:

- 1) That Gaetano Iorio be the recipient of the Civic Hero Award, and that he be presented with this award by the Council of the City of Vaughan at the earliest opportunity; and**
- 2) That the confidential report of Councillor Meffe, dated September 5, 2006, be received.**

2 PERSONNEL MATTER

The Committee of the Whole (Closed Session) recommendation was dealt with and adopted at the Special Council meeting of September 5, 2006, under Minute No. 172.

3 ECONOMIC/TECHNOLOGY DEVELOPMENT: DEPARTMENT MANDATE

The Committee of the Whole (Closed Session) recommends:

- 1) That the mandate of the Economic/Technology Development Department be clarified as to include responsibility for:**

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- The development, coordination and promoting of the City's environmental initiatives as they directly relate to Economic Development.
 - The development, coordination, and implementation of the City's tourism programme, including the development of a workplan to execute the approved Vaughan Tourism strategy, management of the Vaughan Tourism Advisory Committee and projects and initiatives relating to the tourism function for the Corporation, including the annual Discover Vaughan Tourism Bash.
 - The development and implementation of innovative programmes/initiatives in support of the City's strategic plan, and excellence in customer service in the economic development function.
 - The development and implementation of best practices and standards for management of the City of Vaughan's corporate image.
 - Leadership in initiatives that attract investment to Vaughan.
- 2) That the position roles and responsibilities of the Senior Manager of Business Development be expanded to reflect the new department mandate and include leadership of the day-to-day management of the department and its key functions; and that the title of this position be changed to Director of Economic Development.
- 3) That the position roles and responsibilities of the Supervisor/Senior Economic Developer be expanded to include leadership in the delivery of business development services, both internally and externally, and that the position title be changed to Manager of Economic Development.
- 4) That the Manager of Tourism, currently reporting directly to the Commissioner of Economic/Technology Development and Communications, report to the proposed new Director of Economic Development.
- 5) That the position roles and responsibilities of the Senior Business Consultant/Administrative Manager be expanded to include leadership in the delivery of services to the micro and small business segment of our business community, through the Vaughan Business Enterprise Centre (VBEC), and that the position title be changed to Senior Business Consultant/Manager of VBEC.
- 6) That staff update applicable administrative policies and job descriptions in accordance with the above changes; and
- 7) That the following report of the City Manager and the Commissioner of Economic/Technology Development and Communications, dated September 5, 2006, be received.

Recommendation

The City Manager and the Commissioner of Economic/Technology Development and Communications, recommends:

1. That the mandate of the Economic/Technology Development Department be clarified as to include responsibility for:
 - a) The development, coordination and promoting of the City's environmental initiatives as they directly relate to Economic Development.

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- b) The development, coordination, and implementation of the City's tourism programme, including the development of a workplan to execute the approved Vaughan Tourism strategy, management of the Vaughan Tourism Advisory Committee and projects and initiatives relating to the tourism function for the Corporation, including the annual Discover Vaughan Tourism Bash.
 - c) The development and implementation of innovative programmes/initiatives in support of the City's strategic plan, and excellence in customer service in the economic development function.
 - d) The development and implementation of best practices and standards for management of the City of Vaughan's corporate image.
 - e) Leadership in initiatives that attract investment to Vaughan.
2. That the position roles and responsibilities of the Senior Manager of Business Development be expanded to reflect the new department mandate and include leadership of the day-to-day management of the department and its key functions; and that the title of this position be changed to Director of Economic Development.
3. That the position roles and responsibilities of the Supervisor/Senior Economic Developer be expanded to include leadership in the delivery of business development services, both internally and externally, and that the position title be changed to Manager of Economic Development.
4. That the Manager of Tourism, currently reporting directly to the Commissioner of Economic/Technology Development and Communications, report to the proposed new Director of Economic Development.
5. That the position roles and responsibilities of the Senior Business Consultant/Administrative Manager be expanded to include leadership in the delivery of services to the micro and small business segment of our business community, through the Vaughan Business Enterprise Centre (VBEC), and that the position title be changed to Senior Business Consultant/Manager of VBEC.
6. That staff update applicable administrative policies and job descriptions in accordance with the above changes.

Economic Impact

Should Council approve the recommendations contained in this report, any changes to department job descriptions will be evaluated through the job evaluation process. Due to gapping in filling vacant positions through the early part of 2006, changes in salary levels until the end of 2006 can be absorbed by the existing approved Economic Development department Operating Budget.

Purpose

The purpose of this report is to receive Council's approval for the expanded roles and responsibilities of the Economic/Technology Development department in order to maximize potential strategic and innovative business opportunities through more effective use of the department's resources.

Background - Analysis and Options

Strategic Needs of the Corporation:

The City's strategic objectives are focused on providing greater service to residents and the achievement of greater efficiencies in the delivery of services. All City departments are expected to maintain or improve service levels, while maintaining or reducing service costs. To meet such challenging expectations, continual process review and efficiency improvement is needed.

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The evolving corporate priorities of our fast-growing Municipality challenge all departments to seek innovations in the services and programmes we deliver to our businesses and residents alike, seeking to maximize the effectiveness of all available internal resources.

Furthermore, leading Municipalities recognize that the ability to attract new investment and maintain a healthy business community is fundamental to ensuring both short and long-term stability in the local economy, and consequently, for all residents as well. Vaughan has committed to a strong economic development function by embedding this concept within the first goal of the Vaughan Vision 2007, "Serve our Citizens".

Current best practices in the Economic Development field dictate that the greatest benefits are derived by municipalities whose economic development teams are highly responsive to customer needs, show agility in their ability to streamline the development process for potential investors, and offer innovative technological tools to assist in investment attraction and retention, both of which constitute the backbone of any Economic Development department.

Limitations of Current Departmental Mandate and Structure

The traditional mandate of the Economic/Technology Development department has focused on the key functions of investment attraction, retention/expansion and small business support services.

However, over the course of the past 12-18 months, additional projects have been added by Council which have impacted the deployment of internal resources within the Economic/Technology Development department, hampering the ability of the management team to focus on strategic issues. This results in missed opportunities for the application of appropriate corporate resources that would otherwise maximize operational efficiencies, such as the timely identification of potential funding for innovative projects which would benefit all Vaughan's citizens.

The need today is to reorganize these resources in the most strategic configuration so as to maximize departmental output of services and programmes in support of our business community.

Recommended Department Mandate

To address the City's strategic and business needs, the mandate of the Economic/Technology Development department needs to be formally expanded as follows:

- a) Responsibility for the development, coordination and promotion of the City's environmental initiatives as they directly relate to Economic Development.
- b) Responsibility for the development, coordination, and implementation of the City's tourism programme, including the development of a workplan to execute the approved Vaughan Tourism Strategy, support to the Vaughan Tourism Advisory Committee and projects and initiatives relating to the tourism function for the Corporation, including the annual Discover Vaughan Tourism Bash.
- c) Responsibility for the development and implementation of innovative programmes/initiatives in support of the City's strategic plan, and excellence in customer service in the economic development function. One such innovative project is the new City of Vaughan Credit Card programme, the first of its kind anywhere in the world.
- d) Responsibility for the development and implementation of best practices and standards for management of the City of Vaughan's corporate image, particularly as it relates to Vaughan as the best jurisdiction in which to invest within Ontario.
- e) Responsibility for leadership in initiatives that have investment attraction as their focus.

Updated Management Roles and Responsibilities:

In order to properly discharge the additional departmental responsibilities, the management team must be reconfigured for optimum output and efficiency.

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Director of Economic Development:

The Economic/Technology Development department of the City of Vaughan is under the direct leadership of the Commissioner of Economic/Technology Development and Communications, and has been for a number of years.

Given the Commissioner's focus on the overall strategic evolution of four key areas of the Corporation's business (Economic Development, ITM, Corporate Communications and Access Vaughan), it is apparent that the need has now emerged for a dedicated economic development leader to direct the day-to-day operation of the department and to oversee the deployment of the staff into all key areas of responsibility. The position roles and responsibilities of the current Senior Manager of Business Development should be expanded to reflect the updated department mandate. Consequently, staff is recommending that the title of this position be changed to Director of Economic Development and that the incumbent, Emilia Valentini, should fulfill the role. Reporting to the Commissioner of Economic/Technology Development and Communications, the Director of Economic Development will ensure compliance with the established policies and standards for economic development.

Manager of Economic Development

With the Director of Economic Development engaged in overseeing the deployment of all key areas of responsibility--economic development, tourism, environment, marketing and small business-- there is a need for an economic development professional to ensure the successful delivery of those services most closely tied to the development process. For this reason, the Manager of Economic Development plays a pivotal role in the smooth operation of the department's key functions: investment attraction, retention and expansion. Reporting to the Director of Economic Development, this leadership position is required to proactively manage the development process for our investors, overseeing internal and external processes leading to the successful installation of new businesses in Vaughan.

The position roles and responsibilities of the current Senior Economic Developer/Supervisor should be expanded to reflect the updated department mandate. Consequently, the title of this position should be changed to Manager of Economic Development and incumbent Shirley Kam, should move into this role.

Senior Business Consultant/Manager of VBEC

This position, as Senior Business Consultant/*Administrative* Manager, currently holds two key areas of responsibility:

1. Direct consultation with members of Vaughan's business community and with aspiring entrepreneurs seeking advice and expertise regarding how best to grow their business
2. Administrative management of the VBEC, in daily consultation with the Senior Manager of Business Development.

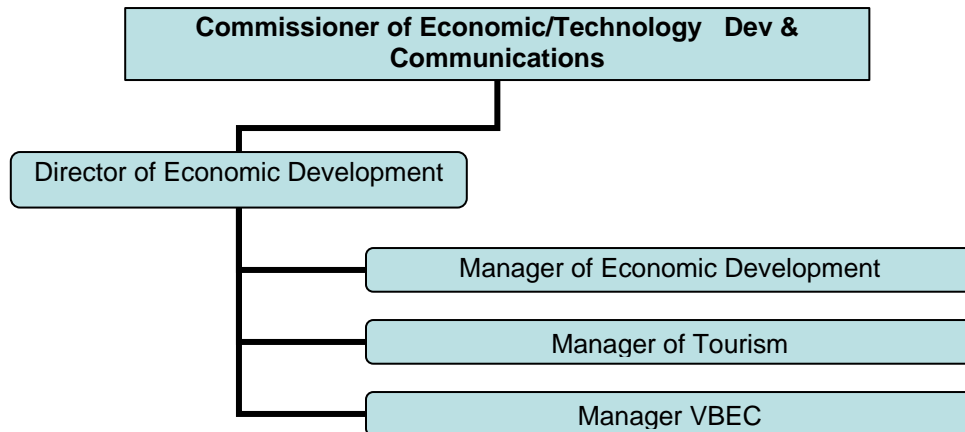
Staff is proposing that the limitations in operational responsibility for the VBEC, implied in the title "Administrative Manager" be removed and that the position title simply be "Senior Business Consultant/**Manager** of VBEC and that the incumbent, Teresa Saraceno, remained in this position.

Currently, the Senior Manager of Business Development and the Administrative Manager of VBEC are in daily contact to govern the delivery of services VBEC is responsible for and this must necessarily change as the Senior Manager's position evolves into the Director of Economic Development. It becomes fundamental to the continued growth and success of VBEC that the person directly involved in the delivery of the services be ultimately responsible for the daily operation of the VBEC. Therefore, staff is recommending the expansion of the responsibilities for the management of the VBEC to include the day-to-day operation, staff resource management, Corporate Sponsorship

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Development, all monthly reporting to the Ministry of Small Business and Entrepreneurship, Semi-Annual reports to Vaughan Council and the management of the VBEC Advisory Group. This position will report to the Director of Economic Development.

Department Management Team (proposed):



Relationship to Vaughan Vision 2007

The recommendations contained herein support two of the corporate priorities stated in the Vaughan Vision 2007: "Serve our Citizens—promote Economic Development".

This report is consistent with the priorities previously set by Council. The necessary resources have been allocated and approved.

Conclusion

The evolving corporate strategic objectives require the Economic/Technology Development department to expand its scope and reorganize its resources in order to maximize efficiency and achieve the highest level of customer service possible with existing resources. The current Economic/Technology Development Department mandate, as well as the roles and responsibilities of the department's management, limit the department's ability to effectively manage business development resources.

The current department mandate has effectively been expanded over the course of the past two years but the department's resources have not been redeployed for maximum return to the Corporation. Moreover, the expanded department mandate- which has occurred as a natural evolution as the City has grown- has effectively thrust the existing Senior Manager of Business Development into a Director's role for the past 12 months.

With the revised mandate, and the expanded roles and responsibilities of the management team, the department will more accurately reflect the changing strategic priorities of the Corporation, as well as meet the industry benchmark for the delivery of excellence in Economic Development.

Attachments

None

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Report prepared by:

Frank Miele, Commissioner of Economic/Technology Development and Communications

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LITIGATION MATTER

The Committee of the Whole (Closed Session) recommends that the confidential recommendation of the Committee of the Whole (Closed Session) be approved.

Regional Councillor Jackson declared an interest with respect to the foregoing matter and left the room when the matter was under consideration.

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PERSONNEL MATTER

The Committee of the Whole (Closed Session) recommendation was dealt with and adopted at the Special Council meeting of September 5, 2006, under Minute No. 173.

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**SUPERIOR COURT OF JUSTICE (DIVISIONAL COURT) APPEAL
PEEL, BRAMPTON, CALEDON V. 1433555 ONTARIO INC. (YORK TRUCK CENTRE)
APPEAL OF OMB DECISION NO. 2103 ISSUED JULY 26, 2006
RE: OPA 570 AND ZONING BY-LAW 265-2002**

The Committee of the whole (Closed Session) recommends:

- 1) That staff be directed to file a motion seeking intervenor status as a party, and in the alternative, as a friend of the court, to the appeal filed by the City of Brampton, Region of Peel and Town of Caledon; and**
- 2) That the confidential report of the Solicitor/Litigation, dated September 5, 2006, be received.**

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**PROPERTY MATTER
MC CLEARY COURT
CITY OF VAUGHAN**

The Committee of the Whole (Closed Session) recommends:

- 1) That a By-law be enacted to authorize the acquisition of lands from CN being Part of Lot 6, Concession 4, designated as Part 3 on Plan 65R-2758, in the City of Vaughan for a purchase price of \$1,290,000. Purchase funds will be paid by the Region of York and the title will be in the Region of York;**
- 2) That a by-law be enacted to authorize the Mayor and Clerk to execute an Agreement of Purchase and Sale with the Regional Municipality of York for sale of lands for use as an access road through the McCleary Court City-owned site at a price of \$525,000/ac. (subject to survey);**
- 3) That the Regional Municipality of York will pay for the construction costs of the access road and all legal and closing costs;**
- 4) That the lands for the "access road" be declared surplus and notice of sale of land is deemed to be the listing on the Council Agenda;**

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- 5) That the price for the sale of additional City-owned lands at McCleary Court be estimated when the final design and area required are known;
- 6) That the Mayor and Clerk be authorized to execute all documentation necessary to complete the sale;
- 7) That By-law Number 104-98 be repealed; and
- 8) That the confidential report of the Manager of Real Estate , dated September 5, 2006, be received.

The meeting adjourned at 7:29 p.m.

Respectfully submitted,

Councillor Peter Meffe, Chair