

CITY OF VAUGHAN

**EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 22, 2007**

Item 1, Report No. 46, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on October 22, 2007.

**1** **ANIMAL SERVICES SHELTER**

The Committee of the Whole (Working Session) recommends that this matter be referred to the Committee of the Whole (Working Session) meeting of November 13, 2007 for staff to provide further information following the proposed meeting with Richmond Hill.

**Recommendation**

The Director of Enforcement Services, in consultation with the Working Group and the Commissioner of Legal and Administrative Services and City Solicitor, recommends:

1. That Council provide direction on the construction of a permanent animal shelter; and,
2. That Council provide direction on a preferred site for such facility; and,
3. That staff report back to Council with detailed construction costs and detailed operating costs for a permanent animal shelter.

**Economic Impact**

The estimated costs of construction and equipping a permanent shelter (excluding land costs) estimated at \$1.5 Million, has been submitted for consideration in the Draft 2008 Capital Budget. Land costs have yet to be determined. The estimated annual operating costs for animal services are estimated to increase from \$450,000.00 to \$750,000.00.

Should it become necessary for Council to address the animal control needs through a temporary facility while a permanent solution is reviewed, the estimated cost for a temporary facility is approximately \$350,000.00 to \$450,000.00.

**Communications Plan**

As the evolution of this initiative draws closer to assumption of animal services, an extensive public communication plan will need to be rolled out. At this stage, no communication plan is required.

**Purpose**

This report is to provide information and recommendations relating to the creation of an animal shelter for the City of Vaughan

**Background - Analysis and Options**

The process to find a suitable replacement for Kennel Inn Inc. has been ongoing since January, 2004. The following are the items specifically dealing with this issue.

1. January 12, 2004, Item 5, Report 2. Closed Session item dealing with a potential shelter solution.
2. October 25, 2004, Item 11, Report 73. Staff authorized to enter into a joint expression of interest with other York Region municipalities.

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3. November 28, 2005, Item 3, Report 63. Staff to extend Kennel Inn Inc. contract to March 31, 2006; and Council directed staff to explore the feasibility of a joint public funded facility.
4. January 23, 2006, Item 5, Report 2. Closed Session item dealing looking at solutions.
5. April 10, 2006, Item 1, Report 17. Staff directed to negotiate with Kennel Inn Inc. for a contract for up to three years service; and terms of reference for a joint site selection, costing, and feasibility study be brought back to Council when available.
6. June 11, 2007, Item 1, Report 31. Staff directed to strike a task force to examine all aspects of building and operating an animal shelter in Vaughan and report back in October 2007; and contingency plan be developed for maximizing licensing revenues; and providing temporary services if Kennel Inn Inc. ceases operations.

As previously reported, the long time animal control contractor, Kennel Inn Inc., has verbally advised on several occasions, the most recent being August 29, 2007 to the City Auditor, that they will not be in a position to renew municipal contracts when they expire in early spring 2009. As such, the municipalities of Richmond Hill, Vaughan, King, and Aurora, participated in a feasibility study to examine whether a jointly operated facility would be viable. At the conclusion of that process, the Town of Richmond Hill decided to create an animal control facility for their own needs only. As such, on June 11, 2007, staff were directed to bring back a report on all aspects of building and operating an animal shelter in Vaughan.

As a result of the Council direction, a working group was struck consisting of staff from Enforcement Services, Purchasing, Parks Development, Buildings & Facilities, and Finance. The working group reviewed potential sites for both a temporary and permanent shelter, capital costs of various options, and related operational issues.

#### Outsourcing Options

##### 1) SPCA

In June 2007, the Society for the Prevention of Cruelty to Animals (SPCA) in York Region advised all municipalities that it was interested in providing animal control and animal sheltering services to all municipalities in York Region. As a result, staff met with the SPCA in July to determine the feasibility of this proposal. It was determined that this potential solution was not workable for the reasons outlined below.

- The SPCA facility is located in Stouffville, east of Highway 404, 45 minutes drive from Vaughan.
- The facility does not have the capacity to handle the City of Vaughan's requirements. The preliminary cost estimate provided by the SPCA to supply these services to the City of Vaughan was in excess of \$770,00.00 per year.

The SPCA proposal solution does not appear to be a good fit and is not recommended.

In the previous five years, the City of Vaughan has gone out to tender twice and Kennel Inn Inc. was the only respondent. There are no other vendors in the Region or area, and other municipalities that have been approached do not have the capacity to supply services.

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##### Temporary Shelter

Kennel Inn Inc. has advised all municipalities that should another municipality cancel services, they would have to provide us with 90 days notice of cancellation of our contract, as they cannot absorb the loss of revenue. There are two municipalities that have contracts that expire in early 2008, King and Aurora. It is not known what the councils of those municipalities will decide at this time. Staff are in touch with these other municipalities who all understand the value of maintaining services at Kennel Inn Inc. for the short term.

However, it is prudent to establish a contingency plan in the event of a withdrawal of services. The working group also reviewed options for a location that could be retrofitted into a temporary animal shelter. As part of this step, the working group also examined the potential of renting or purchasing several trailers.

##### 1) Temporary Trailers

As with the permanent solution, finding a location to house the trailers was problematic. Other than the locations listed below, there were no sites identified that could house up to eight trailers, plus parking.

Staff consulted with the City of Mississauga as they utilized trailers during an expansion project of their facility several years ago. Staff also spoke to the supplier of the trailers to obtain estimated pricing. Mississauga used several trailers for office and cat storage. Dogs were housed in another facility on a temporary basis.

As illustrated in Table 1 (Attachment #1), a total of eight trailers would be required for a temporary shelter. The cost of purchasing the trailers is approximately \$288,000.00, with an additional \$73,000.00 required for the cages. The possibility of leasing these trailers was also examined, but there was a reluctance to lease due to the interior modifications that would be required to accommodate the animals. Once the permanent shelter is completed, the expected costs of procuring the trailers and completing the modifications is considerable, and is likely not recoverable.

##### 2) Tigi Court

This location meets the minimum criteria of space and availability for a permanent site, and it has potential for a temporary shelter.

City staff have examined the retrofitting requirements for this location and estimated the cost of retrofitting this location, including soundproofing, plumbing and equipment, could be up to \$350,000.00 - \$450,000.00. As with the trailers, this is a substantial cost for renovations that is not recoverable.

##### Permanent Shelter

Based on the Consultant's report prepared for Richmond Hill and Vaughan (Attachment #2), the City of Vaughan will require at least a 5,000 sq. ft. shelter. Staff estimates the cost of construction for a new shelter at approximately \$275.00 per square foot. The cost includes the unique air circulation and plumbing requirements, and the installation of appropriate animal cages. This price will need to be further refined through an RFP and does not include any land acquisition costs.

The working group examined a number of potential sites for compatibility and availability. Table 2 (Attachment #3) illustrates the locations and the criteria considered by staff. The sites were identified by the members of the working group. Only sites already owned or leased by the City have been considered at this point.

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As is indicated in Table 2, many of the locations examined are not currently available, or will not become available in sufficient time to allow for construction or retrofitting of the facility by March 2009.

Three locations have been identified that are, or will be available. Each of those sites offer unique challenges, but ultimately could be viable for a permanent shelter. These locations are explained further below.

1) Works Yard – Dufferin Street/Hwy 407:

This site is suitable in size and is available to construct a shelter. There is suitable access off of Dufferin Street and is the most central site of the three available locations. There is sufficient room for outdoor facilities.

The drawbacks to this location:

- There is a residence on the land abutting the property on Dufferin Street. The proximity of a residential property may lead to complaints by the occupants. Other than this issue, the location is compatible to the neighbouring uses.
- Staff have advised that this site may be required for Powerstream in the very near future, which might eliminate the site as a candidate, or provide an opportunity to create a shared facility. This would need to be explored further.

2) Vacant Parcel of Land – Langstaff Road and Hwy 27

This 7.5 acre site also has been identified as having potential to accommodate an animal shelter along with a leash free park and a works yard.

Public Works has indicated that their works yard in Woodbridge will eventually need to be re-located as it is within a flood plain, and its continued long term operation is contingent upon approval of the TRCA. The Parks Development Department is also looking to establish a leash free park. The establishment of a leash free park at the animal shelter is a successful model in the Town of Caledon.

The drawbacks to this location:

- This site is not serviced or developed
- It is located at the Southwest corner of the municipality and is easily accessible to the public.
- Although this site is suitable for the intended uses, this location is a prime industrial lot and it may not make economic sense to use it for an animal shelter, or other municipal use.

3) Tigi Court

This location meets the minimum criteria of space and availability. The property is currently leased by the City. Retrofitting would represent the cheapest option of the three permanent sites being discussed. City staff have estimated the cost of retrofitting, including sound proofing, plumbing and equipment, at up to \$350,000.00 - \$450,000.00.

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The drawbacks to this location are:

- Some noise infiltration to the other departments, and eventually other business that about this unit is possible.
- There is no space for outdoor facilities resulting in the dogs requiring manual walks for exercise. This has the potential to increase the operating costs as staff would have to take the time to walk the dogs individually.
- The ongoing rent will increase the overall operating costs of the shelter
- The parking situation at this location is somewhat congested, an animal shelter could add more congestion to the area.

Real Estate Comments

The Real Estate Department has contributed the following information.

Staff reviewed the market value ranges for the following areas:

- Agricultural Lands in the north area of the City were estimated at \$100,000.00/acre. Any specific site would need to be investigated for the potentially significant additional cost of services and the effect on surrounding uses.
- Serviced sites in the newly developing industrial subdivisions in the Highway 427 corridor are currently generating rates of \$750,000.00/acre to \$800,000.00/acre. Typical sites are generally in the 2 acre to 5 acre size range.

Serviced industrial sites in the Highway 427 corridor are currently being marketed. The asking price for recently serviced lots in the north-west quadrant of the Highway 7/427 interchange has been increased from \$750,000.00 per acre early in 2007, to the current quoted rate of \$850,000.00 per acre. Sales have reportedly been negotiated in the range of \$775,000.00 per acre to \$800,000.00 per acre for interior sites, with transactions to close later in 2007 and 2008.

- Sites in the Huntington and Hwy 50 area were estimated at \$300,000/acre to \$500,000/acre, depending upon size and specific location.
- Fully serviced and buildable sites north of Major Mackenzie Drive and east of Keele Street, are estimated to have a market value range of \$700,000.00/acre. to \$725,000.00/acre.
- Small commercial sites with potential for retail and service commercial use can vary in price between \$1,000,000.00 acre and \$1,500,000.00 acre. Such sites are not suitable for a kennel use as they are usually prime locations and are prohibitively expensive.

Staff spoke to CN staff who have indicated that there are no buildable sites available in their rail yards.

A brief MLS search was conducted for leasing opportunities; however, the site and building area requirements are unusual, and the potential for securing space such as this are remote, as there is little availability.

Staff suggests that given the nature of use and the outside requirements, the proposed site should be located within a secondary industrial area and not within a high profile business park.

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A thorough MLS Search would indicate those properties being actively marketed. There may be properties that are not listed but available. A Request for Proposal may be an appropriate method to provide the public with an opportunity to sell land or lease space.

Financial Information

As indicated earlier in the report, the estimated construction cost for a permanent shelter is \$275 per square foot. This means \$1.25 Million to build a 5,000 square foot building. The City has been contracting out animal control services for several years. We are reviewing the ability to include this as a service in the current update of the Development Charges By-law. Assuming the City is successful, it would only apply to capital costs and only the portion that would serve new growth would be eligible for Development Charges. The balance would be funded from taxes. Of the growth related portion, it is assumed that there would be a requirement to fund 10% from other than Development Charges.

Development Charges funding, if eligible, is estimated at \$450,000.00, and \$800,000.00 is taxation funding.

The outfitting of the building and acquiring other tools of the trade will likely cost an additional \$250,000.00.

The operating costs of an Animal Service Unit have been estimated at \$750,000.00 per year. This represents a cost of approximately \$3.00 per capita for animal services. The current cost to the City for providing animal services is \$400,000.00, or \$1.60 per capita. Although \$750,000.00 represents a significant increase to the budget, the cost per capita is still below the average. Table 3 below illustrates the costs of providing animal services for eight area municipalities in 2004.

**Table 3 - Animal Control Costs in 2004**

<b>Municipality</b>	<b>Population</b>	<b>Animal Control Budget</b>	<b>Cost per Capita</b>
Barrie	125,000	\$291,000.00	\$2.33
Brampton	370,000	\$1,600,000.00	\$4.32
Caledon	53,000	\$325,000.00	\$6.13
Georgina	3,200	\$220,000.00	\$6.88
Uxbridge	4,500	\$174,000.00	\$3.87
Mississauga	640,000	\$1,200,000.00	\$1.88
Oakville	130,000	\$550,000.00	\$4.23
Pickering Ajax Whitby	152,000	\$753,000.00	\$3.00
	Average	\$639,000.00	\$3.86
Vaughan - <b>2009 Projected</b>	250,000	\$750,000.00	\$3.00

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Operating costs include the staffing costs, food and supplies, veterinary services, and other miscellaneous costs.

Staff will also begin to examine potential revenue opportunities to offset some of the animal operating costs. These initiatives could include increasing the impound fees and licensing fees, along with a more aggressive enforcement strategy to encourage compliance with the City of Vaughan Animal Control By-law.

As King Township and the Town of Aurora are not planning to build a facility at this time, there is the potential for revenue generation through the leasing of available space to one or both of those municipalities.

Due to the short time lines for this project, there is a pressing need to move forward so that site preparation and construction can commence in time to have the facility open by April 2009.

#### Relationship to Vaughan Vision 2007

This initiative is in keeping with the Vaughan Vision, specifically Goal A-1 Pursue Excellence in Service Delivery.

#### Regional Implications

Not applicable.

#### Conclusion

The City of Vaughan requires an animal shelter. A number of sites have been identified as potential candidates for the location of the animal shelter. Due to the pending expiration of the Contract, a site needs to be selected to allow the planning and construction phase to begin, as soon as possible.

The Tigi Court location is a reasonable site in the event that a temporary location is required before the permanent site is ready.

#### Attachments

1. Table1 – Trailer Pricing Information
2. Pathwise Consultants Report
3. Table 2 – Site Selection Matrix
4. Previous Animal Control Related Reports

#### Report prepared by:

Tony Thompson  
Director of Enforcement Services

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 2, Report No. 46, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on October 22, 2007.

## **2** CORPORATE IDENTITY AND BRANDING PROCESS

The Committee of the Whole (Working Session) recommends:

- 1) That staff provide a further report addressing Members of Council's comments;
- 2) That staff be directed to invite all Members of Council to working group sessions held on the subject matter; and
- 3) That the following report of the Director of Corporate Communications, dated October 10, 2007, be received.

### Recommendation

The Director of Corporate Communications, in consultation with the City Manager, recommends:

1. That Council receive this report for information purposes; and
2. That Council consider the options suggested in this report to conduct and implement a corporate branding strategy, and after due consideration, provide direction on the preferable option, including budgetary implications.

### Economic Impact

The cost of re-branding the City will depend on the branding process selected and can range from \$100,000 to \$500,000. These costs can be budgeted over two or more years.

### Communications Plan

Not applicable at this stage of determining the process to be implemented. An extensive communications plan would be required as part of the branding process and communicating the new brand to all stakeholders.

### Purpose

The purpose of this report is to provide an overview of the municipal branding process, providing options from a limited branding exercise to redesign the city logo artwork to a comprehensive branding process that engages all stakeholders.

This is a critical and opportune time in the history of the City to address the issue of branding. Several new initiatives to define the future development of the City are underway: a new strategic plan, *Vaughan Vision 2020*; the Growth Management strategy 2031; and an Environmental Master Plan. The new Civic Centre potentially provides an iconic representation of the new Vaughan. Finally, there remain challenges in establishing the image of Vaughan as one city and not just a collection of former small towns and communities.

### Background - Analysis and Options

This report addresses Item No. 2, Report No. 36, Committee of the Whole, September 4, 2007 that "staff prepare a plan to review and update the corporate identity and slogan of the City" and "that a detailed report outlining the process to be used to develop and implement the new corporate identity be presented to a Committee of the Whole (Working Session) meeting in October 2007."



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##### General Considerations

A municipal brand reflects and communicates the “image” of the city, capturing the essence of what makes a municipality unique and great.

The City’s logo and branding slogan (or tagline) are the graphical representation of the City’s brand, and only part of the overall municipal brand. The branding message (the key messages derived from the branding slogan), however, is pervasive and presented, to some degree, in every speech, presentation, program and service.

An effective brand is adopted by key stakeholders, including residents and local businesses who will start using your brand message when describing or referring to the city.

Essential components of a comprehensive branding process include: input from key stakeholders (focus groups, surveys) and professional-level branding experts (usually from a contracted service). See attachment: “Why City Brands Fail.”

One objective of a comprehensive municipal brand is to represent all activities of a city, such as economic development, tourism, the strategic vision, major landmarks or attractions, key programs, etc. Many civic brands, particularly the first or original brand produced by a new or growing municipality, are driven by economic development programs designed to attract business investment. Other common approaches include a civic brand that promotes tourism or a community lifestyle and amenities.

Most cities also brand major programs and initiatives. A program brand serves as an “identifier.” For example, the Greening Vaughan logo is a program identifier that serves as an umbrella for what might be considered several related programs: the blue box program, the green bin program and the regular garbage pickup services. An identifier brand or logo/icon is intended to reduce confusion in the marketplace.

Although program logos should support the overall branding strategy in terms of being consistent with the overall branding message, it is a subjective choice to produce complementary artwork for all program logos used by a municipality.

##### The City Above Toronto

In 1991, the branding slogan “The City Above Toronto” was introduced as an economic development initiative to attract business investment. It was intended to identify the geographic location of the City and to promote Vaughan as the first choice for investment.

What was originally produced as an economic development slogan would become identified with the larger community, due in part to frequent references in the media.

A municipal brand should support economic development activities. An effective brand is a brand that “sells” the City to a wide audience. The corporate identify should reflect the best attributes of the City: dynamic and progressive, open for business, environmentally responsible, well-managed, a preferred destination, a City that celebrates diversity, etc.

##### Cost Considerations

The most expensive aspect of a re-branding exercise is not the cost of research, conducting focus groups and creating the artwork, but the expense of communicating the new brand and effecting the changeover to the new logo on buildings, signage, vehicles, letterhead, business cards, etc.

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Most of \$4 million cost of the City of Toronto's re-branding of its tourism marketing efforts – "Toronto Unlimited" – would be allocated to communicating the new brand through advertising. The branding process took 13 months and involved 250 interviews, 4,500 contributions from residents, and 14 focus groups in three countries.

City of Hamilton's branding program – "Reach Dream Rise Shine" – included a new logo, outdoor and transit shelter advertising, newspaper ads, and an economic development promotion. The estimated cost of the entire branding project was \$450,000.

More modest approaches to re-branding a municipality have been undertaken in recent years by Brampton, Guelph, Oshawa, Sarnia and several other municipalities. Case studies of Canadian municipalities and their brands should be part of the research for Vaughan's brand development.

A simplified approach to branding, described below as Option A, could be accomplished within a \$100,000 budget by minimizing professionally-conducted focus groups and any advertising expenditures. It would be the starting point for establishing a new city image over time.

A more comprehensive approach, described below as Option B and presented in the attached flow chart, could take two years and cost between \$280,000 and \$500,000 depending upon the extent of public consultation through discovery sessions and the brand roll-out.

#### Option A: The Branding Process – A Basic Approach

Program length: six months to final strategy and artwork.

A simplified approach to branding would focus on producing a concise branding strategy (strongly aligned with the City's strategic plan) and creating a new logo and/or tagline. The process would involve three phases:

#### **1. Situational Analysis**

- Establish program objectives (Council, SMT)
- Determine why the current brand is no longer effective
- Determine new direction by engaging key stakeholders (2-3 focus groups facilitated by expert branding consultant)

#### **2. Brand Development**

- First draft of branding strategy to include stakeholder input
- Produce several branding options (logo design proposals from 3 creative firms)
- Review options with all stakeholders (focus groups, interviews, market research firm)
- Second draft of branding strategy to include proposed new logo design and/or tagline (contract creative firm for final artwork)
- Test new brand with focus groups
- Finalize branding strategy and establish performance measurements

#### **3. Marketing and Communications Plan**

- Communicate the branding message (key messaging, website, limited advertising, etc.)
- Staff buy-in through an internal communications program
- Changeover to new logo (letterhead, business cards, vehicles, buildings, website, etc.)

The main challenge of a simplified approach to branding is the difficulty in getting meaningful input from all stakeholders, due to a limited budget for focus groups.

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#### Option B: The Branding Process – A Comprehensive Approach

Program length: up to two years

The following information was provided by a strategic business and marketing consulting group. A flow chart of this process is attached.

The total estimated cost of this process is \$280,000, excluding the cost of the brand launch and marketing program (advertising, etc.).

#### **1. Situational Analysis**

Includes a review of current positioning, establishing a detailed process or project work plan, Council approval of the proposal, and formation of a steering committee.

- Consultant prepares needs assessment report: process review, research, prepare focus group presentations
- Consultant meetings with key stakeholders (in chronological order): City staff (Corporate Communications; Economic Development; other); Senior Management; Council
- Consultant prepares “Branding Vaughan” proposal for review by steering committee.

#### **2. Discovery Stage – Internal Stakeholders**

Consultant conducts focus groups and produces “Internal Perspectives Report” for review by steering committee.

Internal stakeholders include:

- Council
- Senior Management Team
- Department Management
- Staff
- Special project managers
- City ambassadors

#### **3. Discovery Stage – External Stakeholders**

The Discovery Sessions with key external stakeholders would include focus groups by invitation, town hall meetings, and web surveys. Consultant would produce “External Perspectives Report” for review by steering committee.

External stakeholders include:

- Public (residents, community groups, students, visitors/non-residents)
- Business community (Chamber of Commerce, other business associations, local SMEs, local corporations, etc.)
- Government agencies (regional tourism, etc.)

#### **4. Evaluation Stage**

Consultant provides report on consultation process and list of strategic considerations. Working with the steering committee, the consultant prepares a “preliminary opportunity report” and “brand roadmap.” Key components include:

- Benchmark studies
- Key trends
- Competitive analysis
- Linkage with City’s strategic plan

#### **5. Concept Development**

This stage involves the steering committee, advertising agency and select stakeholders. The deliverable is a short list of prioritized concepts leading to the draft brand strategy.

- Evaluation and prioritization of findings

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- Define key brand factors
- Brand workshops (how designs make an impact, etc.)

#### **6. Creative development and production**

The advertising agency would be working closing with the steering committee.

- Complete Brand Strategy
- Develop creative brief to support brand strategy.
- Develop creative concepts.
- Production of creative elements.
- Communications and media plan.

#### **7. Communications and marketing plan**

- Communicate the branding message (key messaging, website content, advertising, etc.)
- Staff buy-in through an internal communications program
- Changeover to new logo (letterhead, business cards, vehicles, buildings, website, etc.)

#### **Relationship to Vaughan Vision 2007**

This report is consistent with the priorities previously set by Council and the necessary resources have not been allocated and approved.

#### **Regional Implications**

Not applicable.

#### **Conclusion**

A review of the branding process will be the first step in determining whether the City's brand position needs to be revised in order to be more effectively aligned with the City's strategic priorities.

#### **Attachments**

1. Flow chart of Option B: The Branding Process – A Comprehensive Approach
2. Article: "Why City Brands Can Fail," by Ted Griffith, Municipal World, Sept. 2007
3. Article: "Canadian city brands – a statistical survey," by Bob Mills, Urban Issues Marketing, Oct. 2005

#### **Report prepared by:**

Madeline Zito, Director of Corporate Communications  
Ted Hallas, Manager of Corporate Communications

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 3, Report No. 46, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on October 22, 2007.

**3 HUMAN RESOURCES POLICIES**

**The Committee of the Whole (Working Session) recommends;**

- 1) That staff provide a further report to the next available Committee of the Whole (Working Session) meeting addressing Members of Council's comments; and**
- 2) That the following report of the Commissioner of Legal and Administrative Services and City Solicitor, and the Director of Human Resources, dated October 10, 2007, be received.**

**Recommendation**

The Commissioner of Legal and Administrative Services and City Solicitor, and the Director of Human Resources, recommend:

THAT this report be received; and,

THAT the revised Disciplinary Procedures Policy, Employee Recognition Policy, Mileage and Transportation Reimbursement Policy; Hiring and Nepotism Policy; Human Rights Policy (Workplace Discrimination and Harassment) and Workplace Violence Policy, be adopted.

**Economic Impact**

This report has no cost associated with implementing the recommendations.

**Communications Plan**

With regard to the rolling out of approved policies, the Human Resources Department will provide training to various management staff with regard to the policy and those management staff will be provided with the materials to present the new policies to the staff in their areas. In addition, approved policies will be made available on the VIBE, in the Employee Handbook, and will be provided in hard copy as appropriate to update policy manuals. For policies such as the Human Rights and Workplace Violence policies, all employees will be required to sign-off acknowledging that they have been provided with a copy and that the policy has been explained to them.

**Purpose**

This report provides draft policies which have been updated to reflect current trends and to ensure that the policies are consistent with the mission, values and goals of the Corporation.

**Background and Analysis**

The Human Resources Department has reviewed all of the organizational policies as they relate to Human Resources and compared that to other municipalities to determine what policies need to be updated, what policies need to be drafted and which policies are appropriate at this time to ensure that we have a complete set of current appropriate policies. To date, we have reviewed and drafted revised policies for Disciplinary Procedures, Employee Recognition, Mileage and Transportation Reimbursement, Hiring and Nepotism, Human Rights (Workplace Discrimination and Harassment) and Workplace Violence Policies. The draft revised policies are included in this package for the Committee's consideration.

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**Relationship to Vaughan Vision 2007**

The updating of policies relates to the Vaughan Vision 2020 goal of Staff Excellence.

**Regional Implications**

This report does not have any Regional implications.

**Conclusion**

The updating of policies displays to employees that we believe that they are important and that we believe they should have information available to them as it relates to their employment with the Corporation.

**Attachments**

1. Disciplinary Procedures Policy
2. Employee Recognition Policy
3. Mileage and Transportation Reimbursement Policy
4. Hiring and Nepotism Policy
5. Human Rights Policy  
Workplace Harassment and Discrimination
6. Workplace Violence Policy

**Report prepared by:**

Janet Ashfield, Director of Human Resources

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)