

COMMITTEE OF THE WHOLE SEPTEMBER 3, 2002

**PRESENTATION – ENVELOPE FUNDING
(ITEM 1, BUDGET SUB-COMMITTEE MEETING OF AUGUST 22, 2002)**

Recommendation

The Budget Sub-Committee recommends:

- 1) That staff be directed to send a letter to the organized sports groups advising them of a possible rate increase as a result of the 2003 budget process;
- 2) That the presentation on August 22, 2002 by the Commissioner of Finance and Corporate Services, entitled “City of Vaughan – 2003 Operating Budget Envelope Funding Approach”, be received; and
- 3) That the written submission of the City Manager, dated August 22, 2002, be received.

Attachments

Attachment 1 – City Manager’s letter dated August 22, 2002

Respectfully submitted,

Councillor Bernie Di Vona, Chair



Attachment 1

City of Vaughan
2100 Maple Ridge Road
Vaughan, Ontario
L4V 1A7
Tel: (905) 709-1000

ITEM # 1
ADDITIONAL
INFORMATION

Budget Sub-Committee (?)
August 22, 2002

August 22, 2002

CHAIR AND MEMBERS
BUDGET SUB-COMMITTEE

**YEAR 2003 OPERATING BUDGET CONSIDERATIONS
ADDITIONAL INFORMATION - ITEM #1 - PRESENTATION - ENVELOPE FUNDING
STRATEGIC PRIORITIES, GOAL STATEMENTS AND OBJECTIVES**

Please find attached for your information during your consideration of the 2003-2006 5-
year 2003 Operating Budget. The Council endorsed New Vaughan Vision 2007 Strategic
Priorities, Goal Statements and Objectives emanating from the joint Council/Staff
Strategic Planning Session.

Members of the Sub-Committee will recall from the Strategic Planning Session that
Council was desirous of integrating its priorities, goals and objectives into its annual
budget processes to better enable a concentration of available budget funds on the
agreed upon priorities of the Municipality.

Members of the Sub-Committee are also reminded that Council directed a further Council
Session for Members of Council and the Senior Management Team to be held in the fall
for the purpose of adjusting the Strategic Plan Commitments by the Senior Management
in accordance with Council Members in the near future.

Thank you

Gord Somerville
City Manager

SCS to
Attachments

City of Vaughan Michael D. Biasi and Members of Council
Commissioners

Handwritten notes:
1. H. 2002
2. 2002
3. 2002
4. 2002

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 11, 2002

Item 4: Report No. 5 of the Operational Review Committee, which was adopted without amendment by the Council of the City of Vaughan on June 10, 2002.

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4. THE NEW VAUGHAN VISION 2007
STRATEGIC PRIORITIES, GOAL STATEMENTS AND OBJECTIVES

The Operational Review Committee recommends:

1. That the recommendation contained in the following report of the Deputy City Manager dated May 31, 2002 be approved; and
2. That an annual retreat session for Members of Council and Senior Management Team be held in the Fall for the purpose of updating the Strategic Plan.

Recommendation

The Deputy City Manager in consultation with the Senior Management Team recommends:

1. That a report be prepared
2. That the attached Working Document entitled Strategic Priorities, Goal Statements and Objectives be prepared, endorsed by the Operational Review Committee and forwarded to Council for approval
3. That upon Council approval of the Working Document, staff be directed to develop Action Steps and Performance Indicators; and
4. That a communication plan for the New Vaughan Vision be prepared for Council's approval.

Handwritten notes:
note
By
Members for
Distribution to
all employees
+ wish
1/11

CITY OF VAUGHAN
EXTRACT FROM THE OPERATIONAL REVIEW COMMITTEE MEETING
MINUTES OF MAY 20, 2002
REPORT NO. 5

4 THE NEW VAUGHAN VISION 2007
STRATEGIC PRIORITIES, GOAL STATEMENTS AND OBJECTIVES

The Operational Review Committee recommends:

- 1) That the recommendations contained in the following report of the Deputy City Manager dated May 30, 2002 be approved, and
- 2) That an annual retreat session for Members of Council and Senior Management Team be held in the Fall for the purpose of updating the Strategic Plan.

Recommendation

The Deputy City Manager in consultation with the Senior Management Team recommends:

- 1) That this report be received
- 2) That the attached Working Document entitled Strategic Priorities, Goal Statements and Objectives be reviewed, endorsed by the Operational Review Committee and forwarded to Council for approval.
- 3) That upon Council approval of the Working Document, staff be directed to develop Action Steps and Performance Indicators, and
- 4) That a communication plan for the New Vaughan vision be prepared for Council's approval.

Summary

This report provides an update on the Strategic Planning process to date and allows the process to continue forward to development of Action Steps.

Background - Analysis and Objectives

There have been a number of Strategic Planning Reports between Council and the Senior Management Team to develop:

- Vaughan Vision Statement
- Vaughan Mission Statement
- Strategic Priorities
- Goals
- Objectives

All Councils work with the Senior Management Team, Executive Directors and Directors, prior to March 28, 2001, to review the Working Document that has been developed to that date by Council and the Senior Management Team at the Strategic Planning Retreat.

Staff provided valuable input into the development of the various Objectives contained under each Goal Statement. As well, Staff recommended the inclusion of the Working Document into Council's Working Relationship with Council.

CITY OF VAUGHAN

EXTRACT FROM THE OPERATIONAL REVIEW COMMITTEE MEETING
MINUTES OF MAY 30, 2002
REPORT NO. 5

We recognize that there is a clear delineation in roles between Council and Staff. Accountable to the electorate, Council's role is to establish policy. Based upon the advice of the Executive Director, Council empowers and authorizes Staff to deliver approved programs and services to the City of Vaughan. We recognize a need to foster an environment of mutual trust and respect between Council and Staff through ongoing communication and professionalism.

Subsequent to the discussion with the Executive Director and Directors, Senior Management Team met on April 15, 2002 to further refine the Objectives and assign ownership of each Objective to the appropriate staff. Some basic adjustments to the assignment of responsibilities will result from the realignment of some responsibilities within the Department.

Conclusion

It is recommended that the Operational Review Committee endorse the Working Document, which reflects the work and input of the Council, Senior Management Team, Executive Director and Directors and forward it to Council with a recommendation for approval. Also, this step has been considered with regard to process to develop Action Plans and Performance Indicators to implement the Objectives identified to attain the Goal.

Attachments

Attachment #1 - Working Document

Report prepared by:

Charles A. Gamm
Deputy City Manager and City Solicitor



THE NEW VAUGHAN VISION

2007

**STRATEGIC PRIORITIES
GOAL STATEMENTS
AND
OBJECTIVES**

WORKING DOCUMENT

**As developed at the
Strategic Planning Retreat - Part V, April 15, 2002
SENIOR MANAGEMENT TEAM**

VAUGHAN VISION STATEMENT

The City of Vaughan will be a more vibrant and diverse city through vibrant experiences. We will be a smart City. We will be a green and connected place. We will embrace and foster the +ve and +ve and sustainable environment. We will use technology for opportunities and create our own success.

VAUGHAN MISSION STATEMENT

Efficient first through service excellence

GUIDING PRINCIPLE – WORKING RELATIONSHIPS

We recognize there is a clear differentiation in roles between Council and Staff. Accountable to the general public and the City of Vaughan. Based upon the policy direction Council empowers staff and Staff to deliver strategic programs and services to the City of Vaughan. We recognize a need to foster an environment of mutual respect and respect between Council and Staff through ongoing communication and collaboration.

STRATEGIC PRIORITIES

1. Smart Living, Work and
2. Finance and Economic Development
3. Transportation and Urban Infrastructure
4. Planning and Managing Growth
5. Corporate Leadership
6. Communications and Public Relations
7. Service Quality and User

4.0 SERVICE DELIVERY EXCELLENCE

- 4.1 Improve community safety through design, prevention, enforcement and education
- 4.1.1 implement recommendations of the Safe City Committee approved by Council, Council, Council, Council, Council, Council
- 4.1.2 Review and continue to develop to ensure emergency response standards (ARCC, RCMP, Fire)
 Action Item: 1.1.1 – Ensure we gather input from existing agencies or agencies such as RCMP, Fire, Police, prevention of personal safety and other specific issues.
- 4.1.3 develop and implement emergency traffic management alternatives to increase general traffic flow. (Police, Fire)
- 4.1.4 develop and implement improvements to existing, City facilities and parks to optimize community safety. (Municipal)
- 4.1.5 Review and update all City emergency planning, response and prevention methodologies. (Support)
- 4.1.6 Review the level of enforcement, compliance and marketing of regulations related to public safety. (Police, Council, Support, Revenue)
- 4.2 Establish and communicate service level standards that are affordable and sustainable
- 4.2.1 Develop service levels that are measurable and measurable. (Econ. Dev. Director/ Director)
 Action Item: 1.2.1 – Identify the level of resources (staff, equipment, etc.) that is required to provide acceptable levels of service delivery.
- 4.2.2 Review current customer service practices and implement enhanced and consistent customer service practices. (Representative of staff from across the organization)
- 4.2.3 Communicate established service levels to the community. (Public)
- 4.3 Provide effective and efficient delivery of services.
- 4.3.1 Develop and implement innovative alternatives for service delivery. (Econ. Dev. Director/ Director)
 Action Item: 1.3.1 – Investigate evaluate the use of alternatives to more efficiently deliver services (e.g. shared services, shared private/public/public assets)
- 4.3.2 Develop and implement the necessary systems and procedures to ensure that staff are motivated to provide effective and efficient services. (Econ. Dev. Director)
- 4.3.3 Develop and implement systems for the implementation of a sound program of risk and the associated costs of a risk-based approach. (Financials Director/ Director)
- 4.4 Develop an effective service measurement system
- 4.4.1 Review and implement performance and standards to manage and measure service delivery. (Econ. Dev. Director/ Director, Council, Council, Council, Council, Council)
 Action Item: 1.4.1 – Develop a reporting system that will provide service performance data on a regular and timely basis to Council and the public. (Econ. Dev. Director)

- 4.0 COMMUNICATIONS AND INFORMATION RESULTS TO THE COMMUNITY

2 FINANCE AND ECONOMIC DEVELOPMENT

2.1 Ensure long-term financial stability.

- 2.1.1 Develop a long-term financial plan. (Director, Governance, Director of Long-Term Finance)
 - Action Item: 2.1.1.1 Undertake a financial sustainability study.
- 2.1.2 Develop multi-year capital plans. (Ex. Director, Planning, Capital) (M)
- 2.1.3 Develop approaches to fund acquisition for long-term projects. (Capital) (Director of Long-Term Finance)

2.2 Optimize the employment tax base.

- 2.2.1 Conduct an Optimization Assessment Report. (Director)
 - Action Item: 2.2.1.1 Monitor an optimal tax base plan.
 - 2.2.1.1.1 Monitor and use data to inform the optimal tax base.
 - 2.2.1.2 Develop a cost-benefit analysis to determine the tax base expansion.
- 2.2.2 Develop the appropriate structural measures to retain and attract business. (Research, Tomboosky, L) (M)
- 2.2.3 Ensure projects for business and assessment occur to the municipality and not elsewhere. (Director)

2.3 Increase local revenue.

- 2.3.1 Increase new value added taxes and enhance existing service user recovery programs. (Ex. Director, Finance)
- 2.3.2 Increase grants and subsidies from external agencies. (Ex. Director, Finance)
- 2.3.3 Develop cost of service studies. (Director, Long-Term Finance)

2.4 Encourage Public-Private Partnerships throughout the organization.

- 2.4.1 Review and update PPP policies. (Director)
- 2.4.2 Develop and implement a public-private partnership strategy. (Director, Director)
- 2.4.3 Encourage the adoption of a woman-owned business ownership program. (Director)

2.5 Strengthen the City's diversified economic base.

- 2.5.1 Promote and attract high employment growth. (Director, Director, Director)
- 2.5.2 Strengthen the municipal business program. (Director)
- 2.5.3 Develop a small business strategy.
- 2.5.4 Create opportunities for a market-oriented high growth business incubator. (Director)

CITY OF VAUGHAN – THE NEW VAUGHAN VISION 2020

- 2.6.4.1.1 Coordinate a number of seminars to promote local businesses
- 2.6.4.1.2 Facilitate business meetings and courses for business development assistance

7. TRANSPORTATION AND TRANSIT INFRASTRUCTURE

- 7.1 Support the TTC subway extension projects (Sheppard and Yonge Street) with the Sheppard line as the top priority.
- 7.2 Support the City of Toronto and the Region of York in the expansion of the subway to Vaughan Community Centre.
Action Item: 7.2.1 – Explore funding alternatives to expand the extent of the subway.
- 7.3 Implement solutions to traffic problems.
- 7.4 Support the Region of York and other agencies in efforts to improve urban transit (Simonsville, De Angelo, Maple).
 - 7.4.1 Encourage and use designations and agreements to support transit usage (Keele, Brimley).
 - 7.4.2 Ensure transit services support the road network infrastructure (Aurora, Richmond).
 - 7.4.3 Support regional and provincial initiatives of transportation infrastructure (Simonsville, De Angelo, Maple).
 - 7.4.4 Develop and implement bicycle and pedestrian networks (Inglewood, Brimley, District of Parks).
- 7.5 Implement effective traffic management measures.
 - 7.5.1 Implement alternative routing to major corridors (Richmond).
 - 7.5.2 Support multi-modal systems in Brimley Park to provide effective and efficient road and transit networks (Aurora, Richmond).

CITY OF VAUGHAN - THE NEW VAUGHAN VISION 2037

4 PLANNING AND MANAGING GROWTH

4.1 Promote and encourage investment in the Vaughan Corporate Centre

4.1.1 Develop a marketing strategy for the VCC in a city.

- 4.1.1.1 Establish a VCC targeted group in partnership with the VCC tenants and employers.
- 4.1.1.2 In cooperation with the private sector undertake promotional to investment groups.
- 4.1.1.3 Develop a corporate awareness campaign targeting investors.

4.2 Develop a new Vaughan Civic Centre that encourages a 'people place'

- 4.2.1 Undertake a feasibility process to develop a new Vaughan Civic Centre (SAC, De Angelo).
- 4.2.2 Develop living options (flats).
- 4.2.3 Design and build a new Vaughan Civic Centre (SAC, Hest).

4.3 Attract emerging value added businesses and institutions.

- 4.3.1 Create a plan to attract and attract office development, institutions and financial businesses. (Kawana)

4.4 Ensure City wide protection of the environment

- 4.4.1 Implement the environmental policies outlined with the various official plans (SAC)
- 4.4.2 Promote waste diversion and reduction through municipal programs, incentives and initiatives (Andros).
- 4.4.3 Ensure good access to encourage alternative low-carbon development (Gibson)
- 4.4.4 Ensure that municipal operations are consistent with environmental requirements (Robson, Hest)
- 4.4.4.1 Develop a program that will encourage citizens to awareness of the City's PM program.

4.5 Implement a staging growth policy to coordinate with infrastructure and community facilities requirements

- 4.5.1 Develop infrastructure and community facilities program (Andros)
- 4.5.2 Coordinate City's growth policies with future infrastructure development program (Andros)
- 4.5.3 Monitor, evaluate and adjust the infrastructure and community facilities program (Andros)

4.6 Preserve and enhance the natural and built heritage environment

- 4.6.1 Ensure that all services and programs are consistent with the City's heritage program (Andros)

CITY OF VAUGHAN – THE NEW VAUGHAN VISION 2027

4.1.1. Develop the implementation of significant future areas (Strategic Action Director of Parks)

4.1.2. Implement OPA 2011

4.1.3. Implement manager growth through the implementation of OPA 2011 (Admin)

2 CORPORATE LEADERSHIP

2.1 To ensure effective political leadership

- 2.1.1 Re-evaluate the role of Council as the primary decision-making body
- 2.1.2 Affirm and formalize representation on the Region of York Council – Council, Executive and Staff
- 2.1.3 Review and formalize all executive and staff representation to Council

2.2 To ensure excellence in public administration

- 2.2.1 Ensure strong Council – Senior Management – Team communication – Governance – Culture
- 2.2.2 Ensure strong formal contact with the neighbouring municipal governments – Council
- 2.2.3 Implement the Strategic Plan – Council
 - 2.2.3.1 Action Item – 2013/14 – Ensure that the Corporate Risk Framework is with the Strategic Plan
- 2.2.4 Promote the culture of a team-based and consensus driven management – Governance – SMT
- 2.2.5 Ensure the ongoing professional development of senior Staff – Each member of SMT

2.3 Strengthen relationship with other government authorities and agencies

- 2.3.1 Coordinate strategies and priorities with the Region of York and other levels of government and organizations
- 2.3.2 Ensure a consistent relationship for Vaughan's priorities with other levels of government – (Strategic Plan)
- 2.3.3 Ensure Vaughan has representation on inter-municipal committees and other local and regional

2.4 Attract, retain and promote effective Staff

- 2.4.1 Ensure Vaughan is regarded as a preferred employer – SMT
- 2.4.2 Monitor the annual organizational review reports – SMT
- 2.4.3 Monitor the annual compensation or remuneration plans
- 2.4.4 Review the annual human resources policies and programs – Human Resources
 - 2.4.4.1 Action Item – 2014/15 – Review the annual compensation of the HR Director
- 2.4.5 Utilize the Human Resources Planning and Recruitment and Development – Human Resources
 - 2.4.5.1 Action Item – 2014/15 – Review the annual compensation of the HR Director

5. COMMUNICATIONS AND PUBLIC RELATIONS

5.1 To communicate effectively throughout the organization

NOTE: Existing and new corporate communication theme

5.2 To ensure citizens are informed about their City

NOTE: Existing and new corporate communication theme

2.1. TECHNOLOGY AND INNOVATION

2.1.1. Strengthen the network/technology infrastructure.

- 2.1.1.1 Formulate a plan for E-Government strategy. (Mile 2007)
- 2.1.1.2 Strengthen the development of the City's website and develop an online open city. (Mile 2007 and Mile 2010) Apply as effective a result of Corporate Communications Review
- 2.1.1.3 Implement the 3-S Strategy to merge Vaughan Enterprise GIS (Map) GIS content

2.1.2. Integrate a Smart Community Network and E-Government Opportunities

- 2.1.2.1 Implement the Vaughan SMART COMMUNITY NETWORK. (Mile 2007 and Mile 2010)
- 2.1.2.2 Develop a corporate information technology strategy that reflects corporate business priorities.
- 2.1.2.3 Define the organizational needs for information and decision support systems. (Mile 2007 and Mile 2010)
- 2.1.2.4 Develop an Enterprise Call Centre. (Mile 2007)
- 2.1.2.5 Formulate a corporate responsibility plan. (Mile 2007)
- 2.1.2.6 Evaluate and demonstrate corporate wide standards and further the use of information technology. (Mile 2007 and Mile 2010)

2.1.3. Strengthen the network/technology infrastructure

- 2.1.3.1 Implement an Internet that will allow citizens access to corporate information resources. (Mile 2007)
- 2.1.3.2 Develop the partnership with the IT Services department to provide effective consultation to corporate IT strategy.