

COMMITTEE OF THE WHOLE FEBRUARY 3, 2003

THE NEW VAUGHAN VISION 2007 UPDATE

Recommendation

The Commissioner of Economic/Technology Development and Communications in consultation with the Chair of the Organizational Review Committee, the Acting City Manager and the Senior Management Team recommends:

1. That the amended final version of the new Vaughan Vision 2007 be approved;
2. That Staff initiate Phase 2 of the Vaughan Vision, and;
3. That Staff provide Members of Council a communication and promotion workplan for the new Vaughan Vision.

Purpose

The purpose of the report is to provide an update on the most recent amendments to the Vaughan Vision 2007 document. There are some minor changes that require approval before Staff promotes the Vision internally and externally.

Background - Analysis and Options

On June 10, 2002 Council approved the New Vaughan Vision. Several workshops have been undertaken since that time, which resulted in determining the next steps. Staff was directed to initiate the second phase of the Vision, which includes the action steps, resources required, timing and performance indicators for each objective. In addition, Staff was directed to market and promote the new Vaughan Vision in the second and third quarter of 2003.

With the assistance of Organization Design Group, a preliminary workplan was developed in cooperation with Members of Council at the November 14/15, 2002 Strategic Planning Session. However, before Organization Design Group begins the process of Phase 2, it is important that the final amended version of the Vision is approved and promoted internally first.

Attachments

New Vaughan Vision 2007

Report prepared by:

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Respectfully submitted,

Frank Miele
Commissioner of Economic/Technology Development and Communications



VAUGHAN VISION 2007

CITIZENS FIRST THROUGH SERVICE EXCELLENCE



VAUGHAN VISION 2007
February 3, 2003

VAUGHAN VISION STATEMENT

The City of Vaughan will be a model community that places citizens first through service excellence. We will be a Smart City that gives Vaughan a competitive edge in the marketplace and promotes a safe, livable and sustainable environment. We will communicate our opportunities and celebrate our successes.

VAUGHAN MISSION STATEMENT

Citizens first through service excellence.

GUIDING PRINCIPLE – WORKING RELATIONSHIPS

We recognize there is a clear differentiation in roles between Council and Staff. Accountable to the electorate, Council's role is to establish policy. Based upon this policy direction, Council empowers/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 on-going communication and professionalism.

STRATEGIC PRIORITIES

In order to provide Service Delivery Excellence, we will focus on:

- Finance and Economic Development
- Transportation and Transit Infrastructure
- Planning and Managing Growth
- Corporate Leadership
- Communications and Public Relations
- Technology and Innovation

LOGO DESIGN: The Vaughan Vision 2007 logo represents the City's commitment to engage the community and other stakeholders in the future direction of the City. The line drawing's movement from left to right reflects a forward movement from today to tomorrow. The vertical arrows indicate growth and reinforce the theme of moving forward into the future, with the skyline representing the City's status as a major urban centre. The central celebratory figure shows the confidence of our citizens in welcoming the future. The logo's simplified design can be easily reproduced at different sizes for all types of media, including print and electronic.

1.0 SERVICE DELIVERY EXCELLENCE

1.1 *Improve community safety through design, prevention, enforcement and education.*

- 1.1.1 Implement recommendations of the Safe City Committee approved by Council.
- 1.1.2 Review all community designs to ensure enhanced safety standards.
- 1.1.3 Identify and implement innovative traffic management alternatives to improve general traffic safety.
- 1.1.4 Identify and implement improvements to existing City facilities and parks to optimize community safety.
- 1.1.5 Review and update all City emergency-planning, response and prevention methodologies.
- 1.1.6 Review the level of enforcement, compliance and monitoring of regulations related to public safety.

1.2 *Establish and communicate service level standards that are affordable and sustainable.*

- 1.2.1 Develop service levels that are attainable and measurable.
- 1.2.2 Review current customer service practices and implement enhanced and consistent customer service standards. (Representative team from across the organization)
- 1.2.3 Communicate established service levels to the community.

1.3 *Provide effective and efficient delivery of services.*

- 1.3.1 Develop and implement innovative alternatives for service delivery.
- 1.3.2 Identify and implement the necessary elements that will create an environment where Staff are motivated to provide effective and efficient services.
- 1.3.3 Improve Staff efficiency through the implementation of a Council enquiry process, and the establishment of a simplified service delivery protocol.

1.4 *Develop an effective service measurement system.*

- 1.4.1 Review and implement benchmarks and standards to manage and measure service delivery.
- 1.4.2 Communicate service measurement 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.
- 2.1.2 Develop “multi-year” capital plans.
- 2.1.3 Develop appropriate funding strategies for long term projects.

2.2 *Optimize the employment tax base.*

- 2.2.1 Implement the Optimization Assessment Report.
- 2.2.2 Develop industry sector targets to optimize the tax base.
- 2.2.3 Establish the appropriate infrastructure required to retain and attract business.
- 2.2.4 Influence property tax policies and assessment optimize the employment tax base.

2.3 *Enhance non-tax revenue.*

- 2.3.1 Implement new value added services and enhance existing service cost recovery programs.
- 2.3.2 Evaluate/increase grants and subsidies from external agencies.
- 2.3.3 Develop cost of service studies.

2.4 *Encourage Public Private Partnerships throughout the organization.*

- 2.4.1 Review and update PPP policy.
- 2.4.2 Identify and implement innovative new partnerships.
- 2.4.3 Strengthen the ongoing management of partnership agreements.

2.5 *Strengthen the City’s diversified economic base.*

- 2.5.1 Promote and attract office development and high value added industries.
- 2.5.2 Strengthen the international partnership program.
- 2.5.3 Develop a tourism strategy working in conjunction with York Region.
- 2.5.4 Strengthen local entrepreneurship through the Vaughan Business Enterprise Centre.

3. TRANSPORTATION AND TRANSIT INFRASTRUCTURE

3.1 *Support the TTC subway extension projects (Spadina and Yonge Street) with the Spadina line as the top priority.*

3.1.1 Support the City of Toronto and the Region of York in the extension of the subway(s) to Vaughan.

3.2 *Implement solutions to traffic gridlock.*

3.2.1 Support the Region of York and other agencies to ensure higher order transit.

3.2.2 Encourage land use designations and urban form to support transit usage.

3.2.3 Ensure growth does not outpace the road network infrastructure.

3.2.4 Support regional and provincial initiatives on transportation infrastructure.

3.2.5 Develop and implement bicycle and pedestrian networks.

3.3 *Implement effective traffic management measures.*

3.3.1 Implement effective traffic calming measures.

3.3.2 Incorporate road patterns in Block Plans to provide effective and efficient road and transit networks.

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.

4.2 Develop a new Vaughan Civic Centre that encourages a “people place”.

4.2.1 Undertake the necessary process to develop a new Vaughan Civic Centre.

4.2.2 Investigate funding options.

4.2.3 Design and build a new Vaughan Civic Centre.

4.3 Attract emerging value added businesses and institutions.

4.3.1 Create a plan to promote and attract office development, institutions and threshold businesses.

4.4 Ensure City wide protection of the environment.

4.4.1 Implement the environmental policies contained within the various official plans.

4.4.2 Promote waste diversion and reduction through municipal programs, incentives and initiatives.

4.4.3 Explore opportunities to encourage or promote Brownfield re-development.

4.4.4 Ensure that municipal operations are undertaken in an environmentally responsible manner.

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

4.5.1 Develop phasing plans within the block plan approval process.

4.5.2 Coordinate the City’s staging policy with the Region of York capital works program.

4.5.3 Coordinate development with the school boards and municipal facilities.

4.6 Preserve and enhance the natural and built heritage environment.

4.6.1 Encourage the preservation of significant historical structures and communities.

4.6.2 Encourage the preservation of significant natural areas.

4.7 Implement OPA 600

4.7.1 Encourage managed growth through the implementation of OPA 600.

5. CORPORATE LEADERSHIP

5.1 To ensure effective political leadership.

- 5.1.1 Re-establish the role of Council as “policy makers”.
- 5.1.2 Attain additional representation on the Region of York Council.
- 5.1.3 Review ward boundaries to ensure adequate representation.

5.2 To ensure excellence in public administration.

- 5.2.1 Ensure strong Council/Senior Management Team communication.
- 5.2.2 Ensure strong communication within the management group.
- 5.2.3 Implement the Strategic Plan.
- 5.2.4 Enhance the culture of a team based and consensus driven management.
- 5.2.5 Encourage the ongoing professional development of senior Staff.

5.3 Strengthen relationship with other government authorities and agencies.

- 5.3.1 Coordinate strategies and priorities with the Region of York and other levels of government.
- 5.3.2 Establish a position of “advocacy” for Vaughan’s priorities with other levels of government.
- 5.3.3 Ensure Vaughan has representation on inter-municipal committees and organizations.
- 5.3.4 Review governance issues between the City of Vaughan and the Region for clarification and confirmation.

5.4 Attract, retain and promote effective Staff.

- 5.4.1 Ensure the City of Vaughan is regarded as a “preferred employer”.
- 5.4.2 Implement the approved organizational review report.
- 5.4.3 Implement the approved compensation report.
- 5.4.4 Review and update Human Resources policies and programs and implement them into the organization.
- 5.4.5 Ensure a qualified work force through effective recruitment and the provision of training and development opportunities.
- 5.4.6 Implementation of a “Talent Pool” system into all levels of the organization (succession planning).

6. COMMUNICATIONS AND PUBLIC RELATIONS

6.1 *Establish Effective Internal Communications*

- 6.1.1 Develop and implement an internal communication strategy.
- 6.1.2 Expand and strengthen the level of communication services in support of the Mayor, Members of Council, Office of the City Manager, Departments, and Council Appointed Committees.
- 6.1.3 Investigate and recommend a Management/Knowledge system for projects and issues.

6.2 *Develop Innovative External Communications Initiatives*

- 6.2.1 Communicate established service levels and results to the community.
- 6.2.2 Strengthen communications support of Community & Corporate Relations and Sponsorships.
- 6.2.3 Develop a system that will manage information around key issues to assist in prioritization and resolution of important issues.

6.3 *Utilize the Internet/Intranet Sites*

- 6.3.1 Strengthen the City's Web/GIS Team for enhanced communications.
- 6.3.2 Create Web and Intranet Content Management Policy and Procedures.

6.4 *Strengthen Corporate Image and Identify*

- 6.4.1 Creation of Corporate Brand identity aligned with Council approved Corporate Strategic Plan.
- 6.4.2 Create increased awareness of the City's leadership on key issues and celebrate our successes and achievements.

6.5 *Promotion of Corporate Publications*

- 6.5.1 Disseminate information regarding key City projects and initiatives
- 6.5.2 Develop and manage all core departmental publications through a centralized client service department.

7. TECHNOLOGY AND INNOVATION

7.1 Strengthen the network/technology infrastructure.

- 7.1.1 Formalize Vaughan's E-Government strategy.
- 7.1.2 Implement the GIS Strategy to create Vaughan Enterprise GIS.

7.2 Initiate a Smart Community Network and E-Government Opportunities.

- 7.2.1 Implement the Vaughan SMART COMMUNITY NETWORK.

7.3 Develop a corporate information technology strategy that reflects corporate business priorities.

- 7.3.1 Define the organizational needs for information and decision support systems.
- 7.3.2 Develop an enterprise data model.
- 7.3.3 Formalize a corporate responsibility matrix.
- 7.3.4 Formalize and communicate corporate-wide standards and policies for use of information technology.

7.4 Strengthen the network/technology infrastructure.

- 7.4.1 Implement technologies that will enable universal access to corporate information resources.
- 7.4.2 Develop required skills within the IT Services department to provide effective consultation to departments.