

## Council Action Priorities Plan 2009

Themes ↓		Introductory Actions	Citizen Engagement	Planning & Sustainability (including environmental issues)	Implementation	Communication Strategy	Timetable
1. Implement the transportation master plan and build the Yonge Street and Spadina subway extensions	<b>Frustaglio</b>	<ul style="list-style-type: none"> <li>- Finalize the workplans for the Yonge and Spadina subway extensions, including completing the necessary Environmental Assessment and land acquisitions.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to address citizen concerns through community information bulletins and meetings during the planning and construction process</li> <li>- Work with subway planning staff to ensure that neighbourhoods impacted by subway developments are protected</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that all aspects of the developments and construction follow the planning principles of the local municipalities and adhere to highest standards identified in Federal and Provincial Environmental policies.</li> </ul>	<ul style="list-style-type: none"> <li>- Complete design drawings – York Region</li> <li>- Prepare RFP documents and award contracts in order to meet our completion target- York Region</li> <li>- Complete Environmental Assessment Process and provide input to funding approval process (Yonge Street)- York Region</li> </ul>	<ul style="list-style-type: none"> <li>- York Region will take lead, but City will provide information and links on Website to allow residents to be kept informed of progress</li> </ul>	<ul style="list-style-type: none"> <li>- Spadina extension Construction to commence spring of 2009</li> <li>- Based upon current process, the Yonge extension, if funded in the Spring, 2009 budget will commence in late 2010 or early 2011</li> </ul>
2. Make the Vaughan hospital a reality		<ul style="list-style-type: none"> <li>- Continue moving forward by supporting the Vaughan Health Care Foundation, established by Council to lead our efforts in building a hospital in the City</li> <li>- Provide appropriate financial support as required</li> </ul>	<ul style="list-style-type: none"> <li>- Support citizen dominated Board of Directors in their efforts</li> <li>- Support and encourage citizen based fund raising in support of the hospital</li> <li>- Encourage citizen participation in all aspects of the planning and supporting of the hospital</li> </ul>	<ul style="list-style-type: none"> <li>- Planning is the responsibility of the VHCF Board but will be supported whenever possible by Council</li> <li>- City is committed is to contribute land required and to continue fundraising initiatives.</li> <li>- Where possible Council will also expedite all</li> </ul>	<ul style="list-style-type: none"> <li>- Dependent upon Provincial Government approvals</li> </ul>	<ul style="list-style-type: none"> <li>- VHCF is responsible for developing communication plans</li> </ul>	<ul style="list-style-type: none"> <li>- As quickly as possible, but dependent upon Provincial Government approvals</li> </ul>

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3. Drive the management of the city according to our strategic plan – <i>Vaughan Vision 20/20</i>	<b>Ferri</b>	<ul style="list-style-type: none"> <li>- Update and implement the top strategic priorities for 2009</li> <li>- Align, approve and implement departmental business plans as per the Vaughan Vision 2020 for 2009- Q4/09</li> <li>- Draft 2009 departmental budgets based on the strategic and business plans- Q3/09</li> <li>- Define and apply strategic success indicators for strategic goals and objectives-Q4/09</li> <li>- Develop a public engagement plan- Q1/09</li> <li>- Track the progress of each strategic initiative for 2009- Spring/Fall'09</li> <li>- Produce and distribute to all households the successes report identifying the major</li> </ul>	<ul style="list-style-type: none"> <li>- Meet with Vaughan Chamber of Commerce - January 2009</li> <li>- Meet with Local businesses including development industry - Spring/Fall'09</li> <li>- Meet with Community Groups, including Seniors Association Youth Cabinet - Spring/Fall'09</li> <li>- Meet with Ratepayers Associations- Spring/Fall'09</li> <li>- Hold public information forum - October 2009</li> <li>- Conduct survey of public - Q1/09.</li> </ul>	<p>approval processes</p> <ul style="list-style-type: none"> <li>- The strategic planning process provides the overall direction and priorities for planning and sustainability for the City through its comprehensive approach to all aspects of planning.</li> </ul>	<ul style="list-style-type: none"> <li>- The Strategic plan – <i>Vaughan Vision 20/20</i> – provides the City with its overall direction. All aspects of this Plan are reflective and are in concert with the overall Strategic Plan – specific components of implementation may be found in the individual items in the Plan and in the Vaughan Vision documents available in hard copy and on the Vaughan Website – please see the addendum at the bottom of this table</li> <li>- Conduct Departmental meetings with staff to inform, educate and get feedback strategic initiatives</li> <li>- Plan Council/SMT Strategic Planning Workshop to continue to refine and guide planning process - April 1-2, 2009</li> <li>- Prepare Departmental</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and distribute media releases to engage, involve and inform the public when initiatives are implemented</li> <li>- Produce and distribute to all households an annual Successes Report informing the public on the strategic and operational successes</li> <li>- Provide public reporting for the various growth management strategies currently underway</li> <li>- Utilize the City's website for bulletins, progress and final reports</li> </ul>	<ul style="list-style-type: none"> <li>- Included in the other sections of the table</li> </ul>

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		achievements in 2009-Q4/09			business plans to coordinate with budget process for review by Budget Committee for 2010 budget.  - Guide and review process and set future direction by Strategic Planning committee		
4. Address operational issues throughout our organization by mandated department audits based on continuous improvement principles. Review, update and expand the policy on <i>Expenses for Members of Council</i> and our Senior Management Team	<b>Rosati</b>	<ul style="list-style-type: none"> <li>- Presentation of final report on Mayor's office expenses for 2007 - February 2009</li> <li>- Initiate review of Senior staff expense, policies and procedures February 2009</li> <li>- complete review of Expenses for Members of Council Policy February 2009</li> <li>- Investigate issues relating to how confidentiality of corporate documents not being maintained February 2009</li> <li>- Initiate internal audit of the Buildings and Facilities Dept.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that public is aware of meeting of Committee and that reports are available</li> <li>- Receive deputations from the public when requested</li> </ul>	<ul style="list-style-type: none"> <li>- Audit and Operational Reviews support the ongoing efforts to ensure efficient and effective use of City resources</li> </ul>	<ul style="list-style-type: none"> <li>- Findings in report will be review and action taken as appropriate</li> <li>- Develop workplan for internal auditor to address issues relating to Senior Staff</li> <li>- Utilize information and policies from other municipalities as a research base and then develop a comprehensive policy</li> <li>- Consider ways to understand what took place, including hiring an investigator</li> <li>- Define scope of workplan needed to conduct appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Issue media release at appropriate times</li> <li>- For certain issues, develop internal and external communications strategies</li> <li>- Include successful initiatives in annual Successes Report distributed to all Vaughan Households</li> </ul>	- in Actions Section

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		<p>April 1009</p> <ul style="list-style-type: none"> <li>- Approve workplan for Continuous Improvement Projects and receive report for those currently underway</li> <li>- ongoing</li> <li>- Review and amend as necessary the Internal Audit workplan</li> <li>- June 2009</li> <li>- Receive and review the 2008 external financial statement audit</li> <li>- May 2009</li> </ul>			<p>audit</p> <ul style="list-style-type: none"> <li>- Ensure that a plan for Committee review is put in place to deal with Continuous Improvement Plans</li> </ul>		
<p>5. Create a new official plan that will deal with the difficult economic times ahead through citizen engagement in order to build a more liveable, sustainable and economically prosperous city.</p>	<p><b>Meffe</b></p>	<ul style="list-style-type: none"> <li>- Develop the overall planning vision for the future of the City</li> <li>- Conduct needed background research</li> <li>- Continue aggressive public engagement process</li> <li>- Identify critical themes for future City planning</li> </ul>	<ul style="list-style-type: none"> <li>- Build enthusiasm in the community through raising key issues and holding workshops</li> <li>- Hold visioning sessions as progress on Plan continues</li> <li>- Create literature on themes to inform and engage public</li> <li>- Encourage youth</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct focus area studies on key areas of the City</li> <li>- Conduct secondary plans for whitebelt areas</li> <li>- Initiate policy studies for employment sectors and commercial review</li> <li>- Develop master plans for key sectors such as transportation, water, sewer and storm water</li> </ul>	<ul style="list-style-type: none"> <li>- Draft new Vaughan Official Plan</li> <li>- Conduct public meetings</li> <li>- Refine plan for final presentation to Council</li> <li>- Seek Regional and Provincial approvals</li> </ul>	<ul style="list-style-type: none"> <li>- Develop content for City Web site as part of public information and engagement process</li> <li>- Issue media releases at each significant stage</li> <li>- Issue background materials and bulletins</li> <li>- Hold Ward town hall meetings at important stages</li> </ul>	<ul style="list-style-type: none"> <li>- Draft Plan available - Winter 2009</li> <li>- Continue public meeting process - Winter Spring 2009-10</li> <li>- Draft Plan to Council - Spring 2010</li> <li>- Adoption by Council – Summer/ Fall 2010</li> <li>- Regional and Provincial approvals - Winter</li> </ul>

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			engagement through school oriented programs	management			2010
6. Inaugurate the new Vaughan Community Health Centre	<b>Carella</b>	<ul style="list-style-type: none"> <li>- Launch and publicize the Vaughan Community Health Centre</li> </ul>	<ul style="list-style-type: none"> <li>- Reach out to potential clients within the wider community via a communication plan to be approved by the VCHC directors early in the new year</li> <li>- Ensure ongoing communication to the wider community about the work being done at the VCHC</li> </ul>	<ul style="list-style-type: none"> <li>- Emphasize the role of the VCHC as part of an expanding repertoire of primary health care services in Vaughan, to be followed by a proposed family health team and ultimately a hospital.</li> </ul>	<ul style="list-style-type: none"> <li>- Primarily the responsibility of the VCHC and Vaughan Health Campus of Care boards</li> <li>- Council members will continue to serve on these Boards, and, as a group support all aspects of implementation</li> </ul>	[responsibility of the VCHC and Vaughan Health Campus of Care boards]	Opening date February 1
7. Finalize and publish the recommendations of the <i>Task Force on Democratic Participation &amp; Renewal</i> to increase voter turnout in the next municipal election.		<ul style="list-style-type: none"> <li>- Conduct poll early in 2009</li> <li>- Refer interested parties to survey website where they can respond to selected questions</li> <li>- Disseminate notice of the poll's website to Vaughan citizens to generate more public input</li> </ul>	<ul style="list-style-type: none"> <li>- The TFDPR is composed entirely of citizen members with the exception of one of the co-chairs</li> </ul>	<ul style="list-style-type: none"> <li>- Completed work of TFDPR is premised on the view that true democracy can only be sustained by the participation of voters at election time</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure deadline of September 30, 2009 is met to permit Council and the Chief Returning Officer sufficient time to act on the recommendations</li> </ul>	<ul style="list-style-type: none"> <li>- Issue media releases at each stage of the above-detailed process.</li> </ul>	<ul style="list-style-type: none"> <li>- Publication of third interim report (March 31, 2009)</li> <li>- Final report with recommendations to Council and the Chief Returning Officer/Clerk (September 30, 2009)</li> </ul>
8. Approve a budget and develop the long-term financial plan that provides the leadership needed to deal with	<b>Di Vona</b>	<ul style="list-style-type: none"> <li>- Formalize historical financial results, trends, and influences affecting the operating and capital budget to</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct Budget Committee public meetings</li> <li>- Plan Council sponsored budget</li> </ul>	<ul style="list-style-type: none"> <li>- Establish policies for future budget cycles</li> <li>- Develop financial procedures policies</li> </ul>	<ul style="list-style-type: none"> <li>- Budget Committee to formalize guidelines January 2009</li> <li>- Council to approve</li> </ul>	<ul style="list-style-type: none"> <li>- Establish an integrated electronic strategy to include : website, city page, and news releases</li> </ul>	<ul style="list-style-type: none"> <li>- Budget Cycle and Financial Reporting will require quarterly meetings and updates of the</li> </ul>

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emerging economic realities.		<p>reflect economic change in Vaughan.</p> <ul style="list-style-type: none"> <li>- Review and revise budgetary guidelines to an effective zero rated increase, i.e. inflation based budget.</li> <li>- Implement a Human Resources Management Strategy that addresses automatic rehiring and automatic progress pay</li> <li>- Implement a Performance Measurement Program</li> <li>- Implement a service standards and/or service levels review</li> <li>- Review all capital projects to ensure that they do not affect operating budget reduction targets</li> <li>- Review user fees in order to establish a cost recovery system in most situation, including</li> </ul>	<p>consultation meetings.</p> <ul style="list-style-type: none"> <li>- Utilize Vaughan website to inform residents of budget deliberations</li> <li>- Initiate consultation by staff with community service groups and ratepayer associations</li> </ul>	<p>to manage and enforce financial guidelines and control</p> <ul style="list-style-type: none"> <li>- Develop performance management and reporting system to support budgeting process</li> <li>- Integrate approved master plans within the budget and financial planning cycle</li> </ul>	<p>2009 budget February 2009</p> <ul style="list-style-type: none"> <li>- City to implement human resource containment strategy March 2009</li> <li>- Finance Department to formalize performance measurement reports June 2009</li> </ul>	<ul style="list-style-type: none"> <li>- Annual report to be produced.</li> <li>- Council members to hold town hall type meetings to communicate Vaughan Economic Health Plan.</li> </ul>	<p>implementation and development of the policies and principles for future influences, changes, and economic conditions.</p>

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		<p>management and reporting</p> <ul style="list-style-type: none"> <li>- Implement controllable cost containment program through reduction or elimination of consultant, professional fees and part time payrolls</li> <li>- Approve and apply the Infrastructure Funding Strategy</li> <li>- Develop a strategy to access new sources of funding</li> </ul>					
<p>9. Develop the plan required to build a dynamic corporate centre that reflects the great downtowns of international cities--- full of life and culture, with access to a premier transit system and quality jobs for our residents.</p>	<p><b>Racco</b></p>	<ul style="list-style-type: none"> <li>- Develop marketing strategy directed at attracting ideal mix of businesses, services and residential to downtown core</li> <li>- Develop plan to inform and engage taxpayers about the subway's role in the development of the Corporate Centre.</li> <li>- Create an economic development marketing brochure to attract potential</li> </ul>	<ul style="list-style-type: none"> <li>- Launch the naming contest across the City engaging school children, residents, businesses.</li> <li>- Seek public input through organized public forums across the City regarding the Corporate Centre.</li> <li>- Utilize current research and surveys to gain an understanding of how different sectors view the</li> </ul>	<ul style="list-style-type: none"> <li>- Work with the Official Plan Review Committee to ensure an appropriate and consistent marketing strategy is developed.</li> <li>- Take active role in the on-going Corporate Centre Study to ensure engagement with landowners, stakeholders and</li> <li>- Work closely with Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>- Create and confirm Terms of Reference for the naming contest and launch the contest by Feb. 2009</li> <li>- Finalize plan to launch first of a series of ads relating to the subway coming to the Corporate Centre for Feb/March 2009.</li> <li>- Organize forums to seek input from the public as to their vision and their needs for the</li> </ul>	<ul style="list-style-type: none"> <li>- Work closely with Corporate Communications department to help launch the various initiatives through media releases and usage of the City page</li> </ul>	<ul style="list-style-type: none"> <li>- Included in the Implementation section</li> </ul>

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		<p>businesses and/or investors.</p> <ul style="list-style-type: none"> <li>- Develop program to determine an appropriate name for the downtown core</li> </ul>	<p>future development of the area</p> <ul style="list-style-type: none"> <li>- Continue utilizing Vaughan Vision 2020 public consultation in order to gain better insights and understanding of the public's vision.</li> </ul>	<p>department to understand the Employment Sector Study so the marketing strategy aligns with identified needs</p> <ul style="list-style-type: none"> <li>- Work with York Region Transportation and Transit to ensure road needs are appropriately integrated into the Corporate Centre node and the subway system</li> <li>- Utilize the Recreation &amp; Culture Master Plan to ensure appropriate facilities are available at the Corporate Centre</li> </ul>	<p>Corporate Centre (throughout 2009 - 2010).</p>		
<p>10. Move forward on all matters of integrity and transparency including putting in place a new Code of Ethical Conduct for Councillors and hiring a new Integrity Commissioner.</p>	<p><b>Shefman</b></p>	<ul style="list-style-type: none"> <li>- Finalize updated Code of Ethical Conduct for Councillors</li> <li>- Implement hiring process asap for new Integrity Commissioner</li> <li>- Continue work of Accountability &amp; Transparency</li> </ul>	<ul style="list-style-type: none"> <li>- Two members of A&amp;TC are citizens of Vaughan</li> </ul>	<ul style="list-style-type: none"> <li>- Establish rules based on recognized ethical standards for municipal politicians and specific reporting requirements along with an arms-length complaint process to assist in ensuring an integrity-based</li> </ul>	<ul style="list-style-type: none"> <li>- Establish process for engaging public to consider new Code of Ethical Conduct for Councillors</li> <li>- Develop training program for Councillors on the new Code of Ethical Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Provide access to draft Code for public scrutiny on Vaughan WEB site</li> <li>- Inform citizens of the Code through local media and on WEB</li> <li>- Inform citizens when new Integrity Commissioner is in</li> </ul>	<ul style="list-style-type: none"> <li>- Final draft of Code for May 1 and Council approval no later than end of June</li> <li>- Complete hiring process by March</li> </ul>



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		Committee (A&TC) on all matters of Council integrity		process at the City, supportive of creating a more positive political environment in the City	- Establish urgency for Council to approve new Code  - Hire new Integrity Commissioner	place	

## Addendum:

**Under the Strategic Plan – Vaughan Vision 20/20, the following items are scheduled for completion in 2009. Please refer to the VV 20/20 material on the Vaughan Website for further information**

### 2009

- #1 Plan for infrastructure renewal: devise a citywide plan for the implementation of Public Sector Accounting Board (PSAB) asset reporting – Q1/09
- #2 Formulate a corporate wide accessibility plan as mandated under the Ontarians with Disabilities Act (ODA) & Accessibility for Ontarians with Disabilities Act (AODA)- Q2/09
- #3 Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 Including: support and coordinate land use planning for high capacity transit at strategic locations in the City and prepare a land use plan for the Vaughan enterprise zone and employment lands. Final completion Q3/10 with work continuing in 2009.
- #5 Ensure citizen-focused communication initiatives: Establish and implement a more effective model for civic engagement and enhance our public consultation strategy- Q4/09
- #6 Revise the city's branding strategy to enhance our image and marketing position- Q4/09
- #9 Ensure citizen-focused communication initiatives: Update the Communications Strategy-Q4/09
- #10 Plan for infrastructure renewal: Complete a local water, wastewater and storm sewer assessment system model- Q2/09
- #11 Finalize the financial master plan and procedures and incorporate the results into the decision making process-Q3/10
- #12 Revise and update the Economic Development Strategy including; the environment, tourism and Vaughan Business Enterprise Centre-Q4/09
- #13 Formalize a City wide risk management plan-Q2/09
- #15 Review Corporate governance: enhance democratic equity through a review of ward boundary redistribution and regional wards-Q2/09
- #17 Review the Engineering Department design criteria and strategy for storm drainage and storm water management facilities to reflect climate changes and emerging legislation, and protection from significant flooding-Q2/09

#20 Establish a Corporate policy to facilitate the research, coordination and submission of grants and subsidy requests-Q1/09

#22 Review the Vaughan Corporate Centre Vision and develop a marketing plan-Q1/10

#24 Design a comprehensive e-government strategy to ensure citizens have access to government 24/7- Q2/09

#27 Complete and implement the Growth Management Strategy–Transportation master plan to be completed Q4/09

#39 Provide continued support for the operation of a hospital in Vaughan final completion Q2/15. Work to continue in 2009 in conjunction with the Health Care Foundation

- All ongoing strategic initiatives in the plan will have a milestone template completed that will detail who is responsible for implementation, the steps which will be taken to implement the initiative, and when it will be completed. These templates are tabled bi-annually at the Strategic Planning Committee for review
- A strategic success indicator framework will also be developed to be able to establish key indicators which will help communicate when success has been attained in achieving the strategic goals and objectives