

## **COMMITTEE OF THE WHOLE DECEMBER 3, 2007**

### **VAUGHAN VISION 2020 STRATEGIC PLAN**

#### **Recommendation**

The City Manager and the Senior Manager of Strategic Planning in consultation with the Chair of the Strategic Planning Committee and Senior Management Team recommends:

1. That Attachment 1 – Vaughan Vision 2020 Strategic Plan document be approved

#### **Economic Impact**

Funds are already been allocated in the 2007 operating budget.

#### **Communications Plan**

A comprehensive communication plan was approved by Council in report no. 5 of the Strategic Planning Committee at its meeting on November 26, 2007.

#### **Purpose**

The Vaughan Vision 2020 Strategic Plan has been revised to include Members of Council's comments, and brought back to the Committee of the Whole meeting of December 3, 2007.

#### **Background - Analysis and Options**

The revision of the Vaughan Vision 2007 and the development of the Vaughan Vision 2020 has involved many steps in the review process including; Senior Management Team (SMT) Strategic Planning Workshop November 20, 2006, Council Strategic Planning Workshop March 30, 2007, "Have Your Say" citizen survey April 2007, Council/SMT Strategic Planning Workshop May 15-16, 2007 and Strategic Planning Committee on June 19<sup>th</sup>, October 9<sup>th</sup>, and November 20<sup>th</sup> 2007.

#### **Vaughan Vision 2020 Strategic Plan**

The Vaughan Vision 2020 strategic plan (Attachment 1) contains information on the City's strategic vision, mission and values as well as the strategic goals, objectives and initiatives. A new strategic map was designed to reflect the feedback from Council and Senior Management at the May workshop that the strategic goals and objectives be represented holistically to reflect that they are equally important to the success of the City's strategic vision. Feedback from the Strategic Planning Committee on the draft Vaughan Vision 2020 strategic plan was gathered at the November 20<sup>th</sup> committee meeting and was incorporated into this final document.

#### **Vaughan Vision 2020 Distribution**

Once printed the Vaughan Vision 2020 strategic plan will not be distributed to Vaughan households but selected material will be inserted into the Annual Report which will be distributed to all households. Further, copies of the plan will be ready by the end of December'07 or early January'08 and distributed at the official launch in late January'08. They will be made available at City community centres, libraries and City hall as well as distributed to selected audiences and posted on the City's web site.

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

The Vaughan Vision 2020 document will replace the current Vaughan Vision 2007 document.

### **Regional Implications**

N/A

### **Conclusion**

The Vaughan Vision 2020 strategic plan is being presented to the Committee of the Whole and then to Council for approval on December 10<sup>th</sup> in order to proceed with printing the plan.

### **Attachments**

1. Attachment 1 – Vaughan Vision 2020 Strategic Plan

Report prepared by:

Thomas Plant MBA, MPA  
Senior Manager of Strategic Planning

Respectfully submitted,

Michael DeAngelis  
City Manager

Thomas Plant MBA, MPA  
Senior Manager of Strategic Planning

Vaughan Vision

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LOOKING TO OUR FUTURE

THE CITY OF VAUGHAN

# Strategic Plan 2020



**City of  
Vaughan**  
*The City Above Toronto*

# Members of Council

## Message from the Mayor



**Linda Jackson**  
Mayor, City of Vaughan

Vaughan Vision 2020 is our strategic plan which sets out a “vision” of the City’s future growth and development to the year 2020. This plan places “people first” by providing service excellence to our residents and businesses. We will ensure Vaughan is a safe, sustainable, and environmentally friendly community with a competitive edge in the marketplace.

By focusing on the expanding expectations of our citizens, our newly-developed strategic priorities enhance how we deliver municipal services in order to optimize cost efficiencies and maximize staff effectiveness.

Public consultation is a key element in developing our blueprint for the future. By making sure our residents and businesses have been and will be apart of the process, through surveys and public forums, we can work together to build a vibrant community that will meet the needs of future generations.

## Message from Mario Ferri, Chair of Strategic Planning Committee



**Mario Ferri**  
Chair of Strategic  
Planning Committee

As Chair of the Strategic Planning Committee my primary goal was to promote the adoption of guiding principles and a dynamic process that would produce a shared and common vision of our great city!

With a strategic plan in place, we can now look to the future with much greater anticipation. With a commitment to accountability, integrity and transparency, we are certain to design and build Vaughan as a city of choice for people and businesses.



Joyce Frustaglio  
REGIONAL COUNCILLOR



Peter Meffe  
WARD 1



Tony Carella  
WARD 2



Bernie DiVona  
WARD 3



Gino Rosati  
REGIONAL COUNCILLOR



Sandra Yeung Racco  
WARD 4



Alan Shefman  
WARD 5



# Senior Management Team

## Message from the City Manager



**Michael DeAngelis**  
City Manager

My role as City Manager is to deliver on Council's commitment of Citizens First Through Service Excellence. The City's many successes result from the leadership shown by Senior Management, the commitment and energy of our employees, the active participation of our citizens and the significant contribution of the business community.



**Clayton Harris**  
Deputy City Manager,  
Commissioner of  
Finance &  
Corporate Services

With the implementation of this new strategic vision, we will strengthen accountability throughout the Corporation and enhance our ability to ensure the effective delivery of City services and programs.



**Janice Atwood-Petkovski**  
City Solicitor,  
Commissioner of Legal &  
Administrative Services



**Marlon Kallideen**  
Commissioner of  
Community Services



**Bill Robinson**  
Commissioner of  
Engineering and  
Public Works



**John Zipay**  
Commissioner of  
Planning

## Looking to Our Future

Vaughan is one of Canada's fastest growing cities, with a population of over 250,000. It is projected that the number of residents will increase to 430,000 by 2031. In addition to its rapidly growing population, Vaughan is home to a well-diversified and expanding employment sector with over 8,000 businesses and 150,000 employees. The City has the largest supply of new employment lands in the Greater Toronto Area and it is projected that the number of employees will increase to 278,000 by 2031.

The next 25 years will see Vaughan beginning the transition from a growing suburban municipality to a fully urban space. This type of transition will require long-term thinking about how best to accommodate and make the most of new opportunities.

The Vaughan Vision 2020 strategic plan sets out a vision and direction for the City over the next decade and beyond. Planning for the future through the strategic plan will position the City to deal with the many pressing issues impacting the organization such as community safety, access to health facilities, environment, traffic congestion and issues related to growth and the quality of municipal services. In dealing with these challenges it is important to build on the successes Vaughan has achieved to date, including the following examples:

- Named by Canadian Family magazine in October 2006 as the fourth Coolest City in Canada to Raise a Family, and first in Ontario, for its "sense of community" and "easy access" to urban amenities
- Received the Promotion Gold Award and Municipal Bronze Award for commitment to a sustainable environment, 2007 Ontario Waste Minimization Awards
- Presented with the 2007 Marketing Canada award for Communities in Bloom brochure "Come See What's Blooming in Vaughan in 2009"
- Won the 2007 Canadian Project Excellence (CPEX) award under the vision category for the Scott Somerville Fire and rescue Service Station No 7-9 which is the first building in York Region to achieve a gold rating in the Leadership in Energy and Environmental Design (LEED) program
- Selected as the 2007 winning community by Green Streets Canada in recognition of the City's urban forest program
- Recognized for producing the award-winning television program When Seconds Count, including the Edward R. Murrow International Award for in-depth reporting, by the Vaughan Fire and Rescue Service and A-Channel Barrie
- Presented the Five Stars award for Vaughan's participation in the 2006 WinterLights Celebrations, the winter edition of the national Communities In Bloom program
- Received the Youth Friendly Community Recognition Award by Play Works organization presented to the City of Vaughan's Recreation and Culture Department
- Developed plans for a future hospital
- Approved extension of the Spadina subway
- Started construction of a new city hall

# City of Vaughan Strategic Plan

## Vision

A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable

## Mission

Citizens first through service excellence.

## Values

Leadership, Innovation, Fairness, Respect, Inclusivity, Integrity, Transparency, Accountability





# SERVICE EXCELLENCE

- Enhance and Ensure Community Safety, Health & Wellness

- Pursue Excellence in Service Delivery

- Value & Encourage a Highly Motivated Workforce

- Attract, Retain & Promote Skilled Staff

- Support the Professional Development of Staff

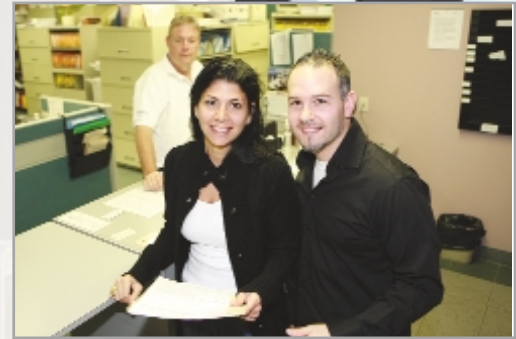
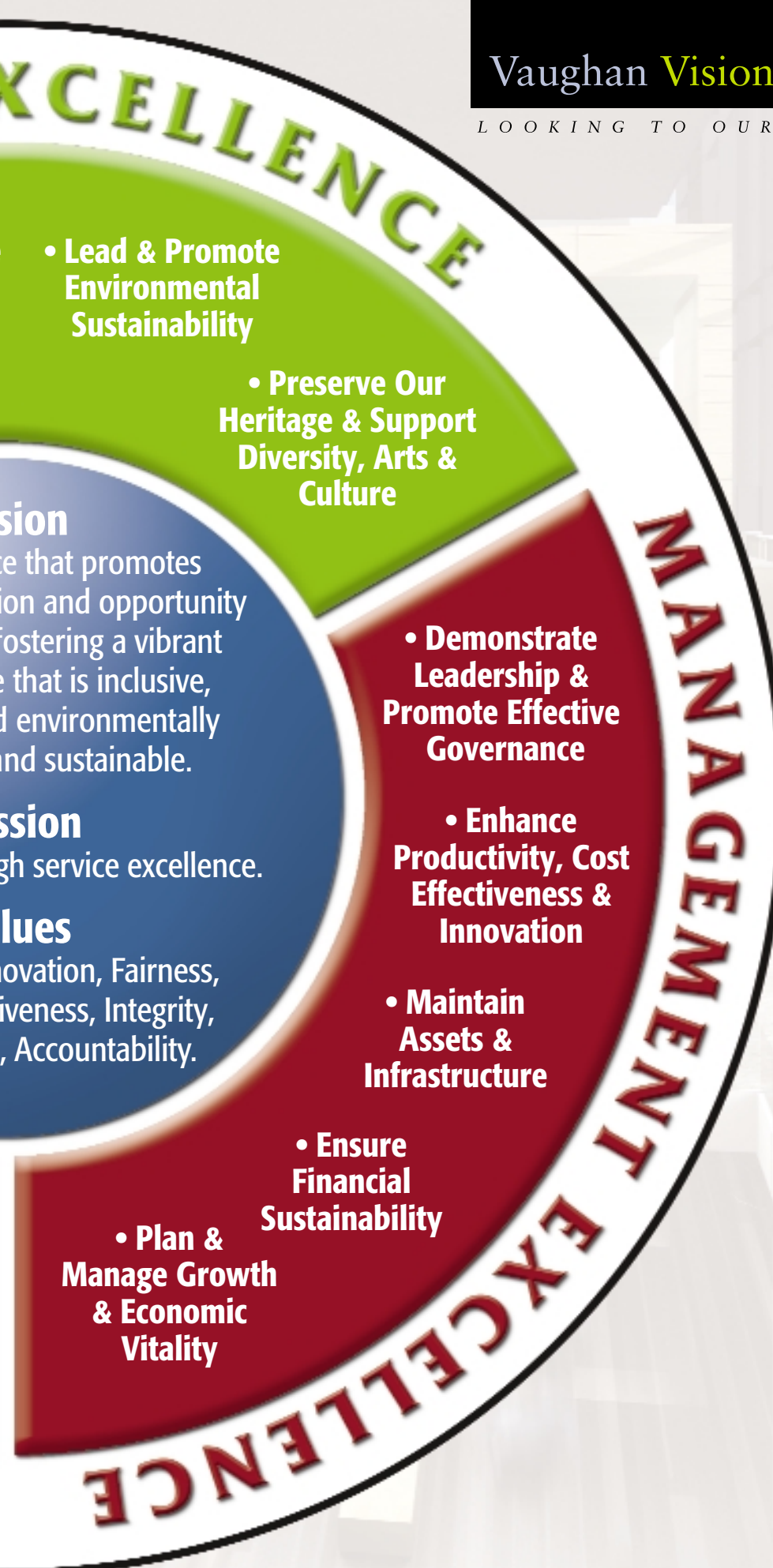
# STAFF EXCELLENCE

**Vision**  
A city of choice, diversity, innovation for all citizens, for a better community life, progressive and responsible actions.

**Mission**  
Citizens first through

**Values**  
Leadership, Innovation, Respect, Inclusivity, Transparency





# Strategic Initiatives

## Service Excellence



### Pursue Excellence in Service Delivery

- Formulate a corporate wide accessibility plan
- Create a strategy to engage and support our diverse community
- Investigate and develop the feasibility of establishing a multi-service centre for residents in our community centres
- Expand and integrate phase 2 of Access Vaughan (call centre)
- Design a comprehensive e-government strategy to ensure citizens have access to government 24/7

### Enhance and Ensure Community Safety, Health and Wellness

- Facilitate the implementation of an emergency management program to comply with the Emergency Planning Act
- Establish a Recreation and Culture, Parks and Facilities Master Plan
- Provide continued support for the development of a future hospital for Vaughan and continue to work with other levels of government and the Vaughan Health Campus of Care to provide comprehensive and integrated health care to residents
- Create a long term strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police as the support agency)

### Lead and Promote Environmental Sustainability

- Develop and implement an Environmental Master Plan as part of the Growth Management Strategy 2031
- 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
- Increase the waste diversion target to 95% as part of the Greening Vaughan strategy

### Perserve our Heritage and Support, Diversity, Arts & Culture

- Develop a strategy to increase support for and promotion of the arts and culture in the community
- Complete the strategy for utilization of City owned historical houses by the community

## Staff Excellence



### Value and Encourage a Highly Motivated Workforce

- Establish and implement a Human Resources Strategy
- Coordinate the implementation of a more effective internal communications strategy throughout the organization

### Attract, Retain & Promote Skilled Staff

- Introduce an entry-level mentorship program for recent graduates of various professional faculties
- Encourage and promote temporary secondments of selected staff to other levels of government
- Design a strategy to encourage and support life long learning and participation in a wide variety of staff events
- Produce a strategy to continue to ensure a quality work environment and a wide array of staff benefits

### Support the Professional Development of Staff

- Standardize a focused corporate learning approach to staff education
- Identify and develop a management succession planning program.

## Management Excellence



### Demonstrate Leadership and Promote Effective Governance

- Establish a strategy to strengthen youth participation in civic government
- Revise the Vaughan Vision 2007 strategic plan and publish and communicate a new Vaughan Vision 2020
- Complete a review of ward boundary redistribution and regional wards
- Create an inter-government relations strategy and advocacy plan ensuring that the City of Vaughan participates in provincial, national and international forums and collaborates with neighbouring municipalities
- Complete a review of committee appointments and council structure

# Strategic Initiatives

## Management Excellence

- Devise a strategy to encourage and recognize staff who promote Vaughan through their leadership in professional and other organizations outside the City
- Update the Communications Strategy and review/redesign the City of Vaughan website
- Establish and implement a more effective model for civic engagement and enhance our public consultation strategy
- Develop a strategy for effective governance including reviewing two-tier governance
- Revise the city's branding strategy to enhance our image and marketing position

## Enhance Productivity, Cost Effectiveness and Innovation

- Coordinate jointly with York University a strategy for future development of railway lands (between Creditstone and Keele, Hwy 7 to Rutherford Rd.) as a science and technology research park
- Consider opportunities for integrating library operations with the City
- Examine opportunities to deliver regional, provincial and federal services at the local level. Ensure that service is decentralized and is geographically designed to provide proximity to citizens impacted by the service.
- Develop and implement a corporate records and information management system including rolling out a Corporate filing system
- Redesign and implement a comprehensive employee suggestion program. Develop and implement a comprehensive public suggestion program
- Enhance the strategy to ensure Vaughan is a best practice information technology organization in order to improve cost-effectiveness and productivity
- Integrate the Building Standards Department relational database (AMANDA) into the City's Corporate GIS enterprise solution
- Prepare a strategy to promote technical services for City field staff (remote computing)

### Maintain Assets & Infrastructure

- Ensure the development of a corporate asset management strategy
- Formalize a City wide risk management plan
- Develop and implement an Infrastructure Management System (IMS). Evaluate and assess the long term municipal repair & reconstruction strategy. Reported annually
- Complete a local water, wastewater and storm sewer assessment system model

### Ensure Financial Sustainability

- Establish a Corporate policy for the researching, coordination and submitting of grants and subsidy requests
- Devise a citywide plan for the implementation of Public Sector Accounting Board (PSAB) asset reporting
- Finalize the financial master plan
- Review general ledger account codes and structure to improve financial reporting capabilities
- Prepare and implement a new citywide capital budgeting and forecasting system to aid in the development of a multi-year capital plan, improve the budgeting process and increase management reporting capabilities

### Plan and Manage Growth & Economic Vitality

- Complete and implement the Growth Management Strategy
- Work with other levels of government to continue to support the expansion of the GO System and public/rapid transit
- Continue to support the Highway 427 extension through continued participation in the Environmental Assessment (EA) process
- Create city wide Engineering master phasing and servicing/allocation plans. Servicing phase until 2011. Provide annual reports to Council
- Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031

- Support and coordinate land use planning for high capacity transit at strategic locations in the City
- Establish and coordinate a strategy for completing the Langstaff, Teston and Kirby Road links
- Review the Vaughan Corporate Centre Vision and develop a marketing plan
- Establish a citywide strategy regarding the aesthetics for noise attenuation fences; and develop a citywide strategy for noise attenuation
- Prepare an employment area plan for the Vaughan enterprise zone and employment lands
- Revise and update the Economic Development Strategy
- Review the Vaughan Enterprise Zone vision and develop a marketing plan



# Declaration of Citizens' Rights & Responsibilities

## Every citizen has a right to . . .

Live, work, and play in a municipality that promotes community safety, health, and wellness, while safeguarding the natural environment.

Live in a municipality in which all mandated services are delivered effectively and efficiently.

Live in a municipality in which citizens receive value for their property tax dollar.

Live in a municipality that plans and manages growth responsibly, including the building, maintenance, and renewal of appropriate infrastructure.

Live in a municipality that attracts, retains and promotes productive and effective employees committed to their own on-going professional training and growth.

Live in a municipality that enhances the quality of life of its citizens by providing services beyond those mandated by law.

Live in a municipality whose government communicates effectively with its citizens.

## Every citizen has a responsibility to . . .

Avoid behaviour that threatens the safety, health and wellness of fellow citizens or the integrity of the natural environment.

Acknowledge that municipal services are finite, to be shared fairly with fellow citizens.

Acknowledge that our security and well-being is built on the willingness of each of us to seek the common good.

Acknowledge that the orderly growth of our city depends on proper planning, which requires citizen participation.

Acknowledge that the financial stability of our city and the services we expect it to provide depend in part on the taxes we pay, and that as a consequence new services and new infrastructure must be affordable.

Acknowledge that staff are professionals, and citizens as well; that they deserve to be treated as such; and that as skilled workers they are best retained by competitive salaries.

Remember that communication is a mutual affair, and that voting is the most basic form of communication between citizens and their elected representatives.



ARTIST'S RENDITION OF NEW CIVIC CENTRE SQUARE

