

STRATEGIC PLANNING COMMITTEE MAY 29, 2007

DRAFT VAUGHAN VISION 2020 STRATEGIC INITIATIVES LIST

Recommendation

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

1. That Attachment 1 - Draft Vaughan Vision 2020 Strategic Map be received
2. That Attachment 2 - Draft Vaughan Vision 2020 Strategic Initiatives List be received
3. That Attachment 3 - Draft Vaughan Vision 2020 Other Initiatives List be received

Economic Impact

There is no economic impact

Communications Plan

There is no communication plan required

Purpose

At the Council/SMT Strategic Planning Workshop on May 15-16, 2007 a discussion was held focusing on the identification and prioritization of strategic initiatives which would compose the Vaughan Vision 2020 strategic plan. It was felt that further progress on defining the initiatives could be made by the Senior Management Team (SMT) through a review and discussion at a separate meeting. The results of that meeting which took place during the week of May 21st are provided in the attachments. Thus, this information is being provided to the Strategic Planning Committee to gather the Committee's feedback on the prioritized strategic initiatives list and strategic map.

Background - Analysis and Options

Currently, the City is updating its strategic plan which will be extended to the year 2020. As such, it is timely and appropriate to review the prioritized strategic initiatives which align with the revised strategic plan goals and objectives. These initiatives were developed by Council and SMT at workshops held in November 2006 and March 2007 respectively, in preparation for the May, 2007 Council/SMT Strategic Planning Workshop. Discussion at the May, 2007 workshop focused on identifying which initiatives were strategic and ensuring the correct wording was expressed.

The attached Draft Vaughan Vision 2020 Strategic and Other Initiatives list (Attachment 2 and 3) were compiled by SMT to categorize the respective initiatives. Attachment 2 details the initiatives which are strategic. In compiling this list, the following criteria was used:

- Major cost implications, both short and long term
- Significant community impact citywide
- Intergovernmental or interdepartmental impact
- Long-term horizon (2+ years)

Any initiative that was classified as not being strategic in nature was placed on the Draft Vaughan Vision 2020 Other Initiatives list (Attachment 3). The reason for placing the initiative on this list is detailed in the last column of Attachment 3.

SMT reviewed the strategic initiatives list and prioritized the initiatives as high, medium or low utilizing the following criteria:

1.2

- Level of impact
- Interdependencies (timing)
- Municipal exposure (legal, political or financial)
- Corporate-wide implications

The draft Vaughan Vision 2020 strategic map and strategic initiatives list will comprise the draft document to be presented to the public for feedback in late summer 2007.

Relationship to Vaughan Vision 2007

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

Conclusion

The draft Vaughan Vision 2020 strategic initiatives list and strategic map is being presented to the Strategic Planning Committee for discussion in preparation for finalizing the list at the June 19, 2007 Strategic Planning Committee meeting.

Attachments

1. Attachment 1 - Draft Vaughan Vision 2020 Strategic Map
2. Attachment 2 - Draft Vaughan Vision 2020 Strategic Initiatives
3. Attachment 3 - Draft Vaughan Vision 2020 Other Initiatives List

Report prepared by:

Thomas Plant
Senior Manager of Strategic Planning

Respectfully submitted,

Michael DeAngelis
City Manager

REVISED DRAFT VAUGHAN VISION 2020

Attachment 1

Objectives	
Goals A <div style="background-color: black; color: white; padding: 10px; text-align: center; font-weight: bold;">Service Excellence</div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p style="text-align: center;">A-1</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Pursue Excellence in Service Delivery</div> <p style="text-align: center;">3 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">A-2</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Enhance and Ensure Community Safety, Health & Wellness</div> <p style="text-align: center;">4 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">A-3</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Lead and Promote Environmental Sustainability</div> <p style="text-align: center;">2 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">A-4</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Preserve our Heritage and Support our Arts & Culture</div> <p style="text-align: center;">1 Strategic Initiative</p> </div> </div>
B <div style="background-color: black; color: white; padding: 10px; text-align: center; font-weight: bold;">Staff Excellence</div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p style="text-align: center;">B-1</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Value and Encourage a Highly Motivated Staff</div> <p style="text-align: center;">2 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">B-2</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Attract, Retain and Promote Skilled Staff</div> <p style="text-align: center;">0 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">B-3</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Support the Professional Development of Staff</div> <p style="text-align: center;">2 Strategic Initiatives</p> </div> </div>
C <div style="background-color: black; color: white; padding: 10px; text-align: center; font-weight: bold;">Management Excellence</div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p style="text-align: center;">C-1</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Demonstrate Leadership and Promote Effective Governance</div> <p style="text-align: center;">9 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">C-2</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Enhance Productivity, Cost Effectiveness and Innovation</div> <p style="text-align: center;">10 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">C-3</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Maintain Assets & Infrastructure Integrity</div> <p style="text-align: center;">4 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">C-4</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Ensure Financial Sustainability</div> <p style="text-align: center;">4 Strategic Initiatives</p> </div> <div style="width: 20%;"> <p style="text-align: center;">C-5</p> <div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">Plan and Manage Growth & Economic Vitality</div> <p style="text-align: center;">12 Strategic Initiatives</p> </div> </div>

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Draft Vaughan Vision Strategic Initiatives List



1	CM	City Manager Michael DeAngelis	Senior Management Team	A1	Develop a strategy to engage and support our diverse community	04/08	Low
2	CS	Commissioner Kallideen	Recreation & Culture Diane LaPointe-Kay	A1	Investigate and develop the feasibility of establishing a multi-service centre for residents in our community centres	Q2/08	Low
3	CS	Commissioner Kallideen	Rec & Culture Building & Facilities Parks Develop.	A1	Develop a corporate wide Accessibility Plan as mandated under the Ontarians with Disabilities Act (ODA) & Accessibility for Ontarians with Disabilities Act (AODA)	Q4/07	High

4	CM	Council and SMT		A2	Provide continued support for development of a future hospital for Vaughan and continue to work with other levels of government to provide comprehensive and integrated health care to residents	Q2/11	Medium
5	LEG	Commissioner Atwood-Petkovski	Enforcement Services Tony Thompson	A2	Create a community strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)	Q4/07	Low
6	CS	Commissioner Kallideen	Recreation & Culture Diane LaPointe-Kay	A2	Develop a Recreation and Culture, Parks and Facilities Master Plan to guide the planning and implementation of recreation programs and new facilities and parks (ongoing)	Q4/07	High
7	ENG	Commissioner Robinson	Public Works Brian Anthony	A2	Develop a strategy to achieve a garbage diversion target of 95% for the Greening Vaughan program. Collaborate with the Region in support of pelletization to facilitate this objective	Q4/10	Low

8	ENG	Commissioner Robinson	Develop/Trans Engineering Michael Won	A3	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	Q4/08	Medium
9	CM	City Manager Michael DeAngelis	Corporate Policy Roy McQuillin	A3	Develop and implement an Environmental Master Plan as part of the Growth Management Strategy 2031	Q3/08	High

Draft Vaughan Vision Strategic Initiatives List



10	CS	Commissioner Kallideen	Commissioner Zipay	A4	Develop a strategy for utilization of historical houses by the community	Q4/07	Medium
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11	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B1	Develop and implement a Human Resources Strategy	Q4/07	High
12	ECDV	Commissioner Miele	Corporate Communication Madeline Zito	B1	Establish and implement an effective internal communications strategy throughout the organization	Q4/08	Medium

Initiatives to be determined following the development of the Human Resources Strategy

13	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B3	Develop a focused corporate learning approach to staff education	Q2/08	Medium
14	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B3	Identify and Develop a management succession planning program.	Q2/08	Low

15	CM	City Manager Michael DeAngelis	Strategic Planning Thomas Plant.	C1	Revise the Vaughan Vision 2007 strategic plan and publish and communicate a new Vaughan Vision 2020	Q4/07	High
16	CM	City Manager Michael DeAngelis	Council SMT	C1	Create an inter-government relations strategy and advocacy plan ensuring that the City of Vaughan participates in provincial, national and international forums	Q1/08	Medium
17	CM	City Manager Michael DeAngelis	SMT	C1	Develop a strategy for effective governance including reviewing two-tier governance	Q2/09	Low
18	LEG	Commissioner Atwood-Petkovski	City Clerk John Leach	C1	Complete a review of ward boundary redistribution and regional wards	Q4/07	High
19	LEG	Commissioner Atwood-Petkovski	City Clerk John Leach	C1	Complete a review of Committee appointments and Council structure (Deputy Mayor)	Q2/08	Medium

Draft Vaughan Vision Strategic Initiatives List



20	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	C1	Develop a strategy to encourage and recognize staff who promote Vaughan through their leadership in professional and other organizations outside the City	Q3/08	Medium
21	ECDV	Commissioner Miele	Corporate Communication Madeline Zito	C1	Redesign the City of Vaughan website in order to fulfill the Communications Strategy	04/08	Medium
22	ECDV	Commissioner Miele	Corporate Communication Madeline Zito	C1	Develop a City Branding Strategy to enhance our image and marketing position	Q4/09	Low
23	ECDV	Commissioner Miele	Corporate Communication Madeline Zito	C1	Develop a new model for civic engagement and enhance our public consultation strategy	Q4/09	Medium

24	CM	City Manager Michael DeAngelis	SMT	C2	Review opportunities for integrating library operations with the City	Q4/08	Low
25	CM	City Manager Michael DeAngelis	Senior Management Team	C2	Review opportunities to deliver Regional and Provincial services at local level. Ensure that service is decentralized and is geographically designed to provide proximity to citizens impacted by the service.	Q4/08	Low
26	LEG	Commissioner Atwood-Petkovski	City Clerk John Leach	C2	Develop and implement a Corporate Records and Information Management System including rolling out a Corporate filing system	Q2/09	Medium
27	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	C2	Develop and implement a comprehensive employee suggestion program	Q1/08	Medium
28	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield Commissioner Miele	C2	Develop and implement a comprehensive public suggestion program	Q1/08	Medium
29	ECDV	Commissioner Miele	Access Vaughan	C2	Expand and integrate Phase 2 of Access Vaughan	Q4/08	Medium
30	ECDV	Commissioner Miele	ITM	C2	Enhance the strategy to ensure Vaughan is a leading edge information technology organization in order to improve cost-effectiveness and productivity	Q4/07	Medium

Draft Vaughan Vision Strategic Initiatives List



31	ECDV	Commissioner Miele	ITM Yampolsky	Dimitri	C2	Develop a comprehensive E-government strategy to ensure citizens have access to government 24/7	Q4/07	Low
32	PLN	Commissioner Zipay	Commissioner Miele	Building Standards Leo Grellette	C2	Integrate the Building Standards Department relational database (AMANDA) into the City's Corporate GIS enterprise solution	Q4/08	Medium
33	PLN	Commissioner Zipay	Building Standards Leo Grellette	ITM-Technical Services Jack Dhaliwal	C2	Undertake a needs and costing study respecting the implementation of remote access computer units for field staff, document management system and electronic application filing.	Q4/08	Low

34	CM	City Manager Michael DeAngelis	SMT		C3	Ensure the development of a Corporate Asset Management strategy	Q4/10	High
35	LEG	Commissioner Atwood-Petkovski	Clerks Joseph Chiarelli		C3	Develop a City wide risk management plan	Q4/08	High
36	ENG	Commissioner Robinson	Engineering Services Gary Carroll		C3	Develop and implement an Infrastructure Management System (IMS). Implementation of Bridges/Structures. Evaluate and assess the long term municipal road repair & reconstruction strategy. Annual reports to be completed (include all infrastructure)	Q4/07	High
37	ENG	Commissioner Robinson	Engineering Services Gary Carroll	Public Works Brian Anthony	C3	Develop a local water, wastewater and sewer assessment	Q2/09	High

38	FIN	Commissioner Harris	Financial Services Barry Jackson	Budget & Financial Planning John Henry Reserves & Investments Ferruccio Castellarin	C4	Phase 1 - Review general ledger account codes and structure to improve financial reporting capabilities	Q4/08	Medium
39	FIN	Commissioner Harris	Reserves & Investments Ferruccio Castellarin		C4	Develop 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	Q4/07	Medium

Draft Vaughan Vision Strategic Initiatives List



40	FIN	Commissioner Harris	Reserves & Investments Ferrucio Castellarin	All City Depts with assets	C4	Development of a citywide plan for the implementation of Public Sector Accounting Board (PSAB) asset reporting	Q4/07	High
41	FIN	Commissioner Harris			C4	Finalize the financial master plan	Q1/08	High

42	CM	City Manager Michael DeAngelis	Corporate Policy Roy McQuillin		C5	Develop and implement the Growth Management Strategy.	Q2/11	High
43	CM	City Manager Michael DeAngelis	SMT		C5	Work with the Region and the Province to support expansion of the GO System, local transit and the subway to Highway 7	Q4/11	High
44	ECDV	Commissioner Miele	ETDD Emilia Valentini		C5	Review the Vaughan Corporate Centre vision and develop a marketing plan	Q2/09	Medium
45	ECDV	Commissioner Miele	ETDD Emilia Valentini		C5	Revise and update the Economic Development Strategy	Q2/09	Low
46	ECDV	Commissioner Miele	ETDD Emilia Valentini		C5	Review the Vaughan Enterprise Zone vision and develop a marketing plan	Q4/08	Low
47	ENG	Commissioner Robinson	Develop/Trans Engineering Michael Won		C5	Continue to support the Highway 427 extension	Q4/09	High
48	ENG	Commissioner Robinson	Develop/Trans Engineering Michael Won	Commissioner Zipay	C5	Develop city wide Engineering master phasing and servicing/allocation plans. Servicing phase until 2011. Provide annual reports to Council	Q4/11	High
49	ENG	Commissioner Robinson	Commissioner Atwood-Petkovski	Council & Senior Management Team	C5	Develop a citywide strategy for noise attenuation walls.	Q4/07	Medium
50	PLN	Commissioner Zipay			C5	Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031	Q2/11	High

Draft Vaughan Vision Strategic Initiatives List



51	PLN	Commissioner Zipay	Policy Planning & Urban Design Diana Birchall	Commissioner Robinson Commissioner Miele	C5	Prepare an employment area plan for West Vaughan	Q2/11	Medium
52	PLN	Commissioner Zipay	Commissioner Robinson		C5	Support and plan higher level transit at strategic locations, in the City	Q2/11	High
53	PLN	Commissioner Zipay	Commissioner Robinson			Develop a strategy on completing the Langstaff and Teston Road links	Q2/11	Low

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Draft Vaughan Vision 'Other' Initiatives List



1	CM	City Manager Michael DeAngelis	Senior Management Team	A1	Create a strategy to complete the new building City Hall Campus including a Civic square and promoting civic events	Operational Initiative
2	LIB	Rosemary Bonnano		A1	Build a third resource library in Maple	Library Board Decision
3	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	A1	Implement Phases 2 & 3 of the HRIS (Human Resources Information System) implementation (Expand Benefit model) - J.D. Edwards System. Funding Cut	Operational Initiative
4	CS	Commissioner Kallideen	Recreation & Culture Diane LaPointe-Kay	A1	Implement the proposed AODA Customer Service Standards to ensure compliance corporately - pending release by Province	Operational Initiative
5	CS	Commissioner Kallideen	Parks Development Paul Gardner	A1	Implement Parks Development customer service enquiry system	Operational Initiative
6	ENG	Commissioner Kallideen and Commissioner Robbinson	Council & SMT	A1	Develop a comprehensive plan to promote and ensure Vaughan remains a clean city	Part of Environmental Master Plan
7	ENG	Commissioner Robbinson	Public Works Brian Anthony	A1	Complete the documentation of procedures for the functions and operations of the Public Works Department and design/implement a process for continuously improving our procedures	Operational Initiative
8	CM / FIR	City Manager Michael DeAngelis	Fire & Rescue Services Sharon Walker	A2	Develop and implement an emergency management program to comply with the Emergency Planning Act (Bill 148, April 2003). Implementation of Phase 2 - Business Continuity Plan	Operational Initiative

Draft Vaughan Vision 'Other' Initiatives List

9	CS	Commissioner Kallideen	Recreation & Culture Diane LaPointe-Kay	Council SMT City Manager Community organizations	A2	Develop a comprehensive Sports & Physical Activity Plan – Action 2010 program as part of the Recreation and Culture, Parks and Facilities Master Plan	Q4/07	Part of Recreation and Culture Master Plan
10	CS	Commissioner Kallideen			A2	Develop a "Healthy Living" strategy for youth and adults and seniors		Part of Recreation and Culture Master Plan
11	ENG	Commissioner Robinson	Public Works Brian Anthony	Corporate Comm. Madeline Zito	A2	Implement Phase 3 of the Greening Vaughan waste diversion strategy	Q4/07	Operational Initiative
12	ENG	Commissioner Robinson		Council & SMT	A2	Partnering with the Toronto and Region Conservation Authority (TRCA), report on the existing conditions of the city's retention ponds and propose a revitalization plan. Also, revise the standards for future ponds and swales in open spaces.	Q2/08	Operational Initiative

13	PLN	Commissioner Zipay			A3	Create a strategy to provide for more urban green space including parks, woodlot, valley band and open space		Part of Environmental Master Plan
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14	CS	Commissioner Kallideen			A4	Encourage and promote the preservation of heritage buildings and landscapes		Stated as Objective A-4
15	CS	Commissioner Kallideen	Recreation & Culture Diane LaPointe-Kay	Council SMT City Manager Legal Corp. Comm. Heritage Vaughan Arts Advisory Committee	A4	Attract and support art and culture in the City		Stated as Objective A-4
16	CS	Commissioner Kallideen	Building & Facilities Jeff Peyton		A4	New buildings to be fitted with proper energy management systems. Old buildings to be retrofitted on a set schedule	Q2/07	Operational Initiative

Draft Vaughan Vision 'Other' Initiatives List



17	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B1	Develop a Performance Incentive Program (PIP)	Part of Human Resources Strategy
18	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B1	Set up an employee recognition wall	Part of Human Resources Strategy
19	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B1	Set up a perfect attendance award scheme	Part of Human Resources Strategy

20	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B2	Establish a regular compensation review program	Program is already in place
21	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B2	Establish through HR an entry-level mentorship program for recent graduates of various professional faculties	Part of Human Resources Strategy
22	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B2	Encourage and promote temporary secondments of selected staff to other levels of government	Completed by Dept's on an ad hoc basis

23	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	B3	Promote cross-departmental job-shadowing opportunities, to develop greater mutual understanding of municipal functions	Completed by Dept's on an ad hoc basis
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24	CM	City Manager Michael DeAngelis	Council	C1	Strengthen youth participation in civic government	Subset of Youth Cabinet, Youth Councillor Initiative and Task Force on Democratic Renewal
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Draft Vaughan Vision 'Other' Initiatives List



25	CM	City Manager Michael DeAngelis		C1	Strengthen the co-operation with the school board		Liaison Committee established
26	M & MC	Mayor & Council	Council & Senior Management Team	C1	Increase the City's participation in the Association of Municipalities of Ontario, the Large Urban Mayor's Associations (LUMCO), and the Ontario Good Roads Association (OGRA).	Ongoing	Operational Initiative
27	CS	Commissioner Kallideen	Building & Facilities Jeff Peyton	C1	Develop and implement a project plan for The New Civic Centre switch-over to ensure the uninterrupted continuation of the business of the city. Implementation of Phase 2	Phase 2 Q1/08	Operational Initiative
28	ECDV	Commissioner Miele	Corporate Communication Madeline Zito	C1	Continue to produce and publicize an annual progress report "Celebrating Our Successes"	Annually	Operational Initiative
29	ECDV	Commissioner Miele	Corporate Communication Madeline Zito	C1	Develop external communications initiatives to support the delivery of quality services and public information, including 1) proactive media relations; 2) strengthen City events in partnership with local groups; and 3) advertising	Ongoing	Operational Initiative
30	ECDV	Commissioner Miele	ETDD Emilia Valentini	C1	Encourage local businesses to include the "City of Vaughan" on all promotional material.	Ongoing	Operational Initiative
31	CM/FIR	City Manager Michael DeAngelis	Fire & Rescue Services Chief Senay	C2	Integrate the Fire Department into the Human Resources Information System (HRIS). Phase 2 HRIS to be implemented pending funding	Pending Budget Approval	Operational Initiative
32	CM	City Manager Michael DeAngelis	Senior Management Team	C2	Review the City's corporate structure and departmental service levels	Ongoing	Ongoing Operational Initiative

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Draft Vaughan Vision 'Other' Initiatives List



33	CM	City Manager Michael DeAngelis	Senior Management Team	C2	Conduct operational audits on improving departmental efficiencies	Part of Operational Auditor's Charter
34	LEG	Commissioner Atwood-Petkovski	Human Resources Janet Ashfield	C2	Implement a 'Whistle Blower' program under the public complaints protocol	Covered under the Public Complaints Protocol
35	ECDV	Commissioner Miele	Corporate Communication Madeline Zito	C2	Review the Corporate Communications Strategy	Completed
36	ECDV	Commissioner Miele	ITM Dimitri Yampolsky	C2	Implement the Citywide rollout of the Case Tracking System (CTS) and associated reporting tools (CTS GeoViewer and CTS Mobile)	Completed

37	ENG	Commissioner Robinson	Public Works Anthony Engineering Services Gary Carroll	C3	Develop and implement a system to manage the maintenance and repair of the City's sidewalk system	Operational Initiative
38	ENG	Commissioner Robinson	Develop/Trans Engineering Michael Won	C3	Work with the Region to develop a strategy for the renewal and management of regional roads and highways	Operational Initiative

39	FIN	Commissioner Harris	Reserves & Investments Ferruccio Castellarin	C4	Develop a policy to research the coordination and submitting of grants and subsidy requests	Operational Initiative
40	FIN	Commissioner Harris		C4	Develop and implement a Financial Reserve Strategy including the Corporation's assets (Vaughan Holdings, Hydro Vaughan Energy, Heritage Fund)	Existing Strategy in place

Draft Vaughan Vision 'Other' Initiatives List



41	FIN	Commissioner Harris		C4	Develop and implement departmental expenditure policies	Operational Initiative
42	FIN	Commissioner Harris		C4	Develop and implement financial procedures and control policies	Operational Initiative
43	FIN	Commissioner Harris		C4	Develop and implement enhanced automated financial reports as per policy	Operational Initiative

44	M & MC	Mayor, Council & SMT	Commissioner Robinson	C5	Eliminate the planned inter-change at Dufferin and Centre. Report Complete. Deferred for long-term. Environmental Assessment to be completed.	Operational Initiative
45	CS	Commissioner Kallideen	Finance	C5	Ensure there is adequate parks development in new development areas	Part of Parks Master Plan
46	CS	Commissioner Kallideen	Parks Development Paul Gardner	C5	Implementation of the Maple Valley Plan	Addressed through Capital Projects Cycle & Development Charges Plan
47	CS	Commissioner Kallideen		C5	Build Community Centres and parks in a timely fashion throughout the City	Part of Development Charges Plan
48	ECDV	Commissioner Miele	ETDD Emilia Valentini	C5	Develop a strategy to foster business development. Improvement areas (BIA's)	Existing Strategy in place
49	ECDV	Commissioner Miele	Councillor Meffe	C5	Promote the re-development of the Maple Core in support of the civic centre corridor	Operational Initiative
50	ECDV	Commissioner Miele	ETDD Emilia Valentini	C5	Strengthen international partnerships that provide business, educational and cultural opportunities	Operational Initiative
51	ENG	Commissioner Robinson	Develop/Trans Engineering Michael Won	C5	Commence the Environmental Assessment to resolve the issue of the 400 overpasses north and south of Major Mackenzie. Develop a city wide transportation strategy.	Operational Initiative
52	ENG	Commissioner Robinson			Develop a transit terminal at Vaughan Mills Mall	Terminal already in place
53	PLN	Commissioner Zipay	Commissioner Robinson		Develop and promote pedestrian friendly village cores	Part of Pedestrian and Bicycle Master Plan

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