

## **STRATEGIC PLANNING COMMITTEE OCTOBER 9, 2007**

### **DRAFT VAUGHAN VISION 2020 PUBLIC/STAFF FEEDBACK**

#### **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 – October 2<sup>nd</sup> Strategic Planning Public Consultation Feedback be received and discussed as part of the current Vaughan Vision 2020 plan and annual reviews of the plan
2. That Attachment 2 – Draft Vaughan Vision 2020 vision,mission, values document be approved contingent on discussion of Attachment 1
3. That Attachment 3 – Draft Vaughan Vision 2020 Strategic Goals and Objectives map and description be approved contingent on discussion of Attachment 1
4. That Attachment 4- Draft Vaughan Vision Strategic Initiatives List be approved contingent on discussion of Attachment 1

#### **Economic Impact**

There is no budgetary impact.

#### **Communications Plan**

To promote public awareness of the draft Vaughan Vision 2020 process a public meeting was scheduled for October 2, 2007 at the Civic Centre to inform the public on all components of the strategic plan as well as communicate how the results of the "Have Your Say" citizen survey completed in April'07 were integrated into the development of the draft plan. Information regarding the public meeting was posted on the City website as well as in local newspapers. As well a number of invitation letters were sent to various stakeholders inviting them to the meeting. Further, in order to obtain feedback and to communicate with stakeholders the draft Vaughan Vision 2020 document has been posted on the internet.

Additionally, as recommended at the June 19, 2007 Strategic Planning Committee meeting, scheduling of staff meetings in all City departments has been initiated and will continue for the duration of the fall'07. The purpose of these meetings is to obtain feedback and to communicate the draft Vaughan Vision 2020 document to staff.

#### **Purpose**

At the June 19, 2007 Strategic Planning Committee meeting discussion focused on the need to involve City staff in the review of the draft Vaughan Vision 2020 document. Since the strategic plan is a Corporate plan it is important to gather feedback from staff who along with the community are the primary stakeholder in the planning process. The goal in reviewing the document at this meeting is to highlight the recommended changes from the public and staff to the Draft Vaughan Vision 2020 documents which were initially tabled at the June 19<sup>th</sup> committee meeting.

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

At the June 19, 2007 Strategic Planning Committee meeting a draft Vaughan Vision 2020 document was approved with the expectation set that further feedback would be gathered from the public and staff on the draft plan. Meetings are currently being scheduled with all City departments to review the draft plan with all staff as well a public meeting was scheduled on October 2, 2007 to review the draft plan with the public.

Feedback on the Vaughan Vision 2020 vision, mission and corporate values obtained from staff can be seen in Attachment 1. The changes proposed to the vision and values are in italics and bolded. Attachment 2 identifies in italics and bolded the proposed changes recommended by staff to the Vaughan Vision 2020 strategic goals and objectives. Additionally, a new strategic map outlining the strategic goals and initiatives has been developed. As well Attachment 3 outlines the revised draft Vaughan Vision Strategic Initiatives list which has been reviewed by management in the various departments other than the Engineering & Public Works Commission management team which has had to schedule their meeting for a date later in October.

Further, Attachment 4 presents the feedback gathered at the October 2, 2007 strategic planning public consultation. In particular, there are a couple of feedback suggestions which should be considered by the committee. First, is a suggestion to include the Vaughan Youth Cabinet as a 'support department' for strategic initiatives number 21 and 25. Also, feedback from the public concerning putting the goal "Service Excellence" on top of the strategic map and making it larger. Lastly, concerning the observation about accountability and a monitoring mechanism in place to ensure strategic initiatives are being completed a process will be tabled at the next Strategic Planning Committee meeting in November'07 to address.

Feedback on the draft Vaughan Vision 2020 vision, mission, values and strategic goals, objectives and initiatives received from the public and staff will be incorporated into the next iteration of the final draft Vaughan Vision 2020 strategic plan which is planned to be brought to the next committee meeting in November'07.

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

The draft Vaughan Vision 2020 document will replace the current Vaughan Vision 2007 document once it has been approved by Council expected to be at the end of 2007.

#### **Regional Implications**

Regional implications were considered by Council and senior management in the development of the draft Vaughan Vision 2020 Strategic Initiatives List.

#### **Conclusion**

The draft Vaughan Vision 2020 vision, mission, values, strategic goals, objectives and initiatives documents are being presented to the Strategic Planning Committee for review and feedback prior to incorporating the information into a final draft of the Vaughan Vision 2020 document at the next Strategic Planning Committee meeting on November 9, 2007.

#### **Attachments**

1. Attachment 1 – October 2<sup>nd</sup> Strategic Planning Public Consultation Feedback
2. Attachment 2 – Draft Vaughan Vision 2020 vision, mission, values document
3. Attachment 3- Draft Vaughan Vision 2020 Strategic Goals and Objectives map and description
4. Attachment 4- Draft Vaughan Vision Strategic Initiatives List

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 PROCESS PUBLIC INFORMATION SESSION FEEDBACK**  
**October 2, 2007**

**Vaughan Vision 2020**

- Vaughan Youth cabinet recognized as a “support department” for strategic initiatives number 21 and 25.
- Service Excellence should be on top
- Service Excellence part of the wheel should be larger
- What kind of monitoring will be in place to ensure goals are being met? Will a third party be provided? Auditor?
- How will we know the plan is followed and the actions implemented?
- Annual accountability
- Monitoring system should be implemented to measure if goals, initiatives are being met through a third party who is non-partisan. i.e. auditor who will report on an annual basis shared amongst all of York Region municipalities
- You did not get any input from youth which I think is a mistake
- Service Excellence need to have focus on youth – need facilities which will change with time – need input of youth regarding what they need for next 5-10 years
- We need in the vision a city which has communities blend together and grow together not communities who want to build walls to exclude citizens of Vaughan to maintain their stagnant identities
- Transform plan to action

**Strategic Initiatives**

- Public consultation strategy – need review of community groups and ratepayer associations – define their function, rules and regulations to ensure what comes out of consultations is what the community wants
- Find ways to make sure community input is heard
- We don’t need other wards – number is ok now
- All wards need to be analyzed and re-evaluated and boundaries looked at
- Ward councillor is what makes a difference not the size of the ward
- A good city is a great city when there is an emphasis on arts and culture and this needs to be incorporated into all planning processes and decisions
- Need to establish an Arts & Culture centre for the City
- More interdepartmental communication
- Need to ensure that there is a strategy to fund infrastructure decay in order to keep good infrastructure

**“Have Your Say” Citizen Survey**

- Large and significant percentage of “other” under question: what options would you suggest Council pursue if you don’t support increased taxes? What were the suggestions? What has happened to these suggestions? Will they be analysed?

### **Development/Planning**

- Developing a strategy on completing the Langstaff, Teston and Kirby rd links...will public input be incorporated into the strategy?
- How much will Vaughan grow to 2020? What is the population going to be?
- Population figure already provided – Vaughan knows where development will go but not specifics
- Let residents know who and how will the studies be paid for? Internal vs external consultants – financial plan needed
- Sustainable village –places to live, work within walking distance – look at it today in order to build it for the future
- Need to make countryside attractive i.e. garbage pick up, winding roads – promote city as a beautiful place to live
- Protect the trees in the community
- Green space establishes quality of life in the city and we need to protect and increase it
- In development work we need to promote thinking outside the box don't just emphasize what has been done in other municipalities
- City is pedestrian unfriendly
- Implement walk path –beyond path
- Promote ease of parks, move trees on parks
- It seems that Vaughan continues to support sprawl and caters to the automobile through poor urban planning (big box stores, unwalkable subdivisions with no mixed use, more roads). We need complete vibrant streets which are people friendly. We need transportation demand management and better alternatives to get people out of their cars. Too much public space is dedicated to cars. Remember, “citizens first” not cars! We need drastic change.
- The best cities have a network or bikeways that take you anywhere you want to go in the city. Vaughan has a bicycle master plan, but I have yet to see any indication from Council that implementing it is a priority! Better transit is needed in Maple. YRT is too slow and infrequent to be effective
- Great vision, but I'm not convinced that the initiatives will foster a vibrant community life that is environmentally sustainable. Keele Street, Major Mackenzie, Rutherford, Jane St. need dramatic improvements not mentioned in the presentation.

## Vision Statement

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 Statement

Citizens first through service excellence.

## Corporate Values

*Leadership, Innovation, Fairness, Respect, Inclusiveness, Integrity, Transparency, Accountability*

# VAUGHAN VISION 2020

## Looking to the Future



# DRAFT VAUGHAN VISION 2020 Attachment 3

## STRATEGIC GOALS AND OBJECTIVES DESCRIPTION

### **Goal: Service Excellence – Providing service excellence to citizens**

**Objective:** *Pursue Excellence in Service Delivery* – To deliver a *high quality* of services *within approved service standards* to all City stakeholders e.g. staff, citizens and businesses.

**Objective:** *Enhance and Ensure Community Safety, Health & Wellness* – To advocate for, protect and enhance community safety, health and wellness through education, design and enforcement.

**Objective:** *Lead and Promote Environmental Sustainability* – To preserve, protect and enhance Vaughan’s natural and built environment through responsible leadership and innovative policies, practices and education.

**Objective:** *Preserve our Heritage and Support Diversity, Arts & Culture* – To preserve and protect Vaughan’s heritage, arts and culture and diversity.

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### **Goal: Staff Excellence – Providing an organizational environment which fosters staff excellence**

**Objective:** *Value and Encourage a Highly Motivated Workforce* – To provide a positive and rewarding working environment for staff.

**Objective:** *Attract, Retain and Promote Staff* – To be an employer of choice, providing the necessary resources to maintain a *skilled* workforce capable of supporting the Vaughan vision and mission.

**Objective:** *Support the Professional Development of Staff* – To nurture an environment in which staff are encouraged and challenged to be innovative while providing the resources and opportunities for staff to continually develop their skills.

### **Goal: Management Excellence – Providing excellence in the management of our city**

**Objective:** *Demonstrate Leadership and Promote Effective Governance* – To advocate and influence policies and programs at all levels of government, promoting accountability, civic engagement and transparency.

**Objective:** *Enhance Productivity, Cost Effectiveness and Innovation* – To develop and implement innovative solutions and technological infrastructure, providing enhanced productivity and operational efficiency.

**Objective:** *Maintain Assets and Infrastructure* – To optimize existing infrastructure through sound asset management.

**Objective:** *Ensure Financial Sustainability* – To ensure the future financial stability of the City, through the development and implementation of sound financial policies, plans and long-range strategies.

**Objective:** *Plan & Manage Growth and Economic Vitality* – To control and manage the development of the City by establishing a growth planning strategy, attracting and retaining investment, stimulating entrepreneurship and enhancing the branding and marketing of the City.



# Draft Vaughan Vision Strategic Initiatives List

DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
<b>SERVICE EXCELLENCE</b>						
<b>Pursue Excellence in Service Delivery</b>						
1	Commissioner of Community Services	Director of Recreation & Culture; Director of Building & Facilities; Director of Parks Development	All City departments	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
2	City Manager	Senior Management Team (SMT)	All City departments	Develop a strategy to engage and support our diverse community	04/08	Medium
3	Commissioner of Community Services	Director of Recreation & Culture	Council City Manager All Depts	Investigate and develop the feasibility of establishing a multi-service centre for residents in our community centres	Q4/08	Low
<b>Enhance and Ensure Community Safety, Health &amp; Wellness</b>						
4	City Manager	Manager of Emergency Planning		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	Q4/07	High
5	Commissioner of Community Services	Director of Recreation & Culture	Council City Manager All Depts	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
6	Council and SMT			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

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DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
7 LEG	Commissioner of Legal & Administrative Services	Director of Enforcement Services		Create a community strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)	Q4/08	Low

## Lead and Promote Environmental Sustainability

8 CM	City Manager	Manager of Corporate Policy	All City departments	Develop and implement an Environmental Master Plan as part of the Growth Management Strategy 2031	Q3/08	High
9 ENG	Commissioner of Engineering & Public Works	Director of Development/ Transportation Engineering		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
10 ENG	Commissioner of Engineering & Public Works	Director of Public Works		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

## Preserve our Heritage and Support our Arts & Culture

11 CS	Commissioner of Community Services	Director of Recreation & Culture Arts Advisory Council	Manager of Tourism and York Region	Develop a strategy to support and promote arts and culture in the community	Q4/08	Medium
12 CS	Commissioner of Community Services	Director of Recreation & Culture Heritage Vaughan Committee	Commissioner of Planning	Develop a strategy for utilization of historical houses by the community	Q4/07	Medium

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DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
<b>STAFF EXCELLENCE</b>						
<b>Value and Encourage a Highly Motivated Staff</b>						
13	Commissioner of Legal & Administrative Services	Director of Human Resources	All City departments	Develop and implement a Human Resources Strategy	Q2/08	High
14	City Manager	Director of Corporate Communications	Director of Human Resources	Establish and implement an effective internal communications strategy throughout the organization	Q4/08	Medium
<b>Attract, Retain and Promote Skilled Staff</b>						
15	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Establish through HR an entry-level mentorship program for recent graduates of various professional faculties	Q2/08	Medium
16	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Encourage and promote temporary secondments of selected staff to other levels of government	Q2/08	Medium
17	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Develop a strategy to encourage and support life long learning and participation in a wide variety of staff events	Q4/08	Medium
18	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Develop a strategy to continue to ensure a quality work environment and a wide array of staff benefits	Q2/09	Medium
<b>Support the Professional Development of Staff</b>						
19	Commissioner of Legal & Administrative Services	Director of Human Resources		Develop a focused corporate learning approach to staff education	Q2/08	Medium

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DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
20	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Identify and Develop a management succession planning program.	Q2/09	Low
<b>MANAGEMENT EXCELLENCE</b>						
<b>Demonstrate Leadership and Promote Effective Governance</b>						
21	City Manager	Council	SMT	Develop a strategy to strengthen youth participation in civic government	Q2/09	Medium
22	City Manager	Strategic Planning Committee; Senior Manager of Strategic Planning		Revise the Vaughan Vision 2007 strategic plan and publish and communicate a new Vaughan Vision 2020	Q4/07	High
<b>Demonstrate Leadership and Promote Effective Governance</b>						
23	Commissioner of Legal & Administrative Services	City Clerk	SMT	Complete a review of ward boundary redistribution and regional wards	Q2/08	High
24	City Manager	Council SMT		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	Q1/08	Medium
25	Commissioner of Legal & Administrative Services	City Clerk	SMT	Complete a review of Committee appointments and Council structure (Deputy Mayor)	Q2/08	Medium
26	Commissioner of Legal & Administrative Services	Director of Human Resources		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
27	City Manager	Director of Corporate Communications	ITM	Update the Communications Strategy and review redesigning the City of Vaughan website	04/08	Medium

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DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
28	City Manager	Director of Corporate Communications	SMT	Develop a new model for civic engagement and enhance our public consultation strategy	Q4/09	Medium
29	City Manager	SMT		Develop a strategy for effective governance including reviewing two-tier governance	Q2/09	Low
30	City Manager	Director of Corporate Communications		Develop a City Branding Strategy to enhance our image and marketing position	Q4/09	Low

Enhance Productivity, Cost Effectiveness and Innovation						
	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
31	Commissioner of Planning		SMT	Develop 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	Q2/11	Medium
32	City Manager	SMT		Review opportunities for integrating library operations with the City	Q4/08	Medium
33	City Manager	SMT		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	Medium
34	Commissioner of Legal & Administrative Services	City Clerk		Develop and implement a Corporate Records and Information Management System including rolling out a Corporate filing system	Q2/09	Medium
35	Commissioner of Legal & Administrative Services	Director of Human Resources	ITM Corporate Communications	Develop and implement a comprehensive employee suggestion program	Q4/08	Medium
36	Commissioner of Legal & Administrative Services	City Manager & Deputy City Manager/ Commissioner of Finance and Corporate Services Auditor	ITM Corporate Communications	Develop and implement a comprehensive public suggestion program	Q4/08	Medium

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DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
37	Deputy City Manager/ Commissioner of Finance & Corporate Services	Access Vaughan		Expand and integrate Phase 2 of Access Vaughan	Q4/08	Medium
<b>Enhance Productivity, Cost Effectiveness and Innovation</b>						
38	Deputy City Manager/ Commissioner of Finance & Corporate Services	ITM		Enhance the strategy to ensure Vaughan is a best practice information technology organization in order to improve cost-effectiveness and productivity	Q4/08	Medium
39	Commissioner of Planning	Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Building Standards	Integrate the Building Standards Department relational database (AMANDA) into the City's Corporate GIS enterprise solution	Q4/08	Medium
40	Deputy City Manager/ Commissioner of Finance & Corporate Services	ITM		Develop a comprehensive E-government strategy to ensure citizens have access to government 24/7	Q2/08	Low
41	Commissioner of Planning	Director of Building Standards	SMT ITM-Technical Services	Develop a strategy to promote technical services for City field staff (remote computing)	Q4/08	Low

<b>Maintain Assets and Infrastructure Integrity</b>						
DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
42	City Manager	SMT	Deputy City Manager	Ensure the development of a Corporate Asset Management strategy	Q4/09	High
43	Commissioner of Legal & Administrative Services	City Clerk's Office		Develop a City wide risk management plan	Q4/08	High

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44	Commissioner of Engineering & Public Works	Director of Engineering Services		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
45	Commissioner of Engineering & Public Works	Director of Engineering Services	Director of Public Works	Develop a local water, wastewater and storm sewer assessment system	Q2/09	High

## Ensure Financial Sustainability

46	Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Reserves & Investments	SMT	Develop a policy to research the coordination and submitting of grants and subsidy requests across the Corporation	Q1/08	Medium
47	Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Reserves & Investments	All City Depts with assets	Develop a citywide plan for the implementation of Public Sector Accounting Board (PSAB) asset reporting	Q4/07	High
48	Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Reserves & Investments Director of Budget & Financial Planning		Finalize the financial master plan and process and incorporate the results into the decision making process	Q4/08	High
49	Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Financial Services	Director of Budget & Financial Planning; Director of Reserves & Investments	Phase 1 - Review general ledger account codes and structure to improve financial reporting capabilities	Q4/08	Medium

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DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
50	Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Reserves & Investments		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	Q1/08	Medium
<b>Plan and Manage Growth &amp; Economic Vitality</b>						
51	City Manager	Manager of Corporate Policy		Complete and implement the Growth Management Strategy.	Q2/11	High
52	City Manager	SMT		Work with other levels of government to continue to support the expansion of the GO System, local transit and the subway to Highway 7	Q4/11	High
53	Commissioner of Engineering & Public Works	Director of Develop./Trans. Engineering		Continue to support the Highway 427 extension	Q4/09	High
54	Commissioner of Engineering & Public Works	Director of Develop./Trans. Engineering	Commissioner of Planning	Develop city wide Engineering master phasing and servicing/allocation plans. Servicing phase until 2011. Provide annual reports to Council	Q4/11	High
<b>Plan and Manage Growth &amp; Economic Vitality</b>						
55	Commissioner of Planning	Director of Policy	SMT	Conduct the 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031	Q2/11	High
56	Commissioner of Planning	Commissioner of Engineering & Public Works	Director of Development Planning	Support and coordinate land use planning for high capacity transit at strategic locations in the City	Q2/11	High
57	Commissioner of Engineering & Public Works	Commissioner of Planning		Develop a strategy on completing the Langstaff, Teston and Kirby Road links	Q2/11	High
58	City Manager	Director of Economic Development	Director of Planning	Review the Vaughan Corporate Centre vision and develop a marketing plan	Q2/09	Medium
59	Commissioner of Engineering & Public Works	Commissioner of Legal & Administrative Services	Council & SMT	Develop a citywide strategy for noise attenuation walls.	Q4/07	Medium



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DEPT	Primary Lead	Secondary Lead	Support Department	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
60 PLN	Commissioner of Planning	Director of Policy Planning Director of Development Planning	City Manager	Prepare an employment area plan for the Vaughan enterprise zone and employment lands	Q2/11	Medium
61 ECDV	City Manager	Director of Economic Development		Revise and update the Economic Development Strategy	Q2/09	Low
<b>Plan and Manage Growth &amp; Economic Vitality</b>						
62 ECDV	City Manager	Director of Economic Development		Review the Vaughan Enterprise Zone vision and develop a marketing plan	Q4/08	Low