

STRATEGIC PLANNING COMMITTEE NOVEMBER 20, 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 Initiatives List be approved
2. That Attachment 2 – Vaughan Vision 2020 Strategic Plan document be approved
3. That Attachment 3 – Vaughan Vision 2020 Communication Plan document be approved

Economic Impact

Funds are already included in the 2007 operating budget.

Communications Plan

A comprehensive communication plan for rollout to staff and other City stakeholders is attached.

Purpose

At the Council/SMT strategic planning workshop on March 21-22, 2006 direction was provided to proceed with the development of a strategic plan document. This document would contain the City's strategic vision, mission and values as well as the corporate strategic goals, objectives and initiatives. These components were reviewed at the Council/SMT strategic planning workshop on May 15-16, 2007 and consequently a draft Vaughan Vision 2020 document was developed and tabled at the October 9, 2007 Strategic Planning Committee meeting. The goal in reviewing the document at this meeting is to obtain the committee's approval of the plan in order to proceed with printing the document. Additionally, a final Vaughan Vision 2020 Strategic Initiatives List and communication plan are being tabled for approval.

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 19th and October 9th, 2007.

Vaughan Vision 2020 Strategic Initiatives List

As can be seen in Attachment 1 an introduction explaining the fields in the Strategic Initiatives List has been provided. As well the Vaughan Vision 2020 strategic initiatives list has been revised with changes highlighted in red. The strategic initiatives have been prioritized as high, medium or low utilizing the following criteria:

- Level of impact (how large of an impact the initiative will have on the municipality)
- Interdependencies (timing of the initiative relative to other initiatives in the plan)
- Municipal exposure (legal, intergovernmental relations or financial)
- Corporate-wide implications (how the initiative will affect multiple departments)

This list is being tabled at this committee meeting for approval and finalization and status updates will be provided at future Strategic Planning Committee meetings.

Vaughan Vision 2020 Strategic Plan

The Vaughan Vision 2020 strategic plan (Attachment 2) 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.

Vaughan Vision 2020 Distribution

Feedback from the Strategic Planning Committee on the draft Vaughan Vision 2020 strategic plan was gathered at the October 9th committee meeting and was incorporated into this final document. 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 and distributed at the official launch in 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.

Vaughan Vision 2020 Communication Plan

The communication plan (Attachment 3) outlines how the Vaughan Vision 2020 strategic plan will be rolled out to staff and other stakeholders. The implementation of this communication plan will occur in early 2008 once Council has approved the plan and it has been printed.

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 Strategic Planning Committee and then to Council for approval on November 26th in order to proceed with printing the plan. Further, a final Vaughan Vision 2020 Strategic Initiatives List and communication plan are being tabled for approval.

Attachments

1. Attachment 1 – Vaughan Vision 2020 Strategic Initiatives List
2. Attachment 2 - Vaughan Vision 2020 Strategic Plan
3. Attachment 3 – Vaughan Vision 2020 Communication 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



Welcome to the Vaughan Vision 2020 strategic initiatives list. The following pages outline all strategic initiatives which are part of the strategic plan. The plan is a 'living document' which will be reviewed on an annual basis and the strategic initiatives have been prioritized as high, medium or low utilizing the following criteria:

Level of Impact	How large of an impact the initiative will have on the municipality
Interdependencies	Timing of the initiative relative to other initiatives in the plan
Municipal Risk Management	Legal, intergovernmental relations or financial
Corporate-Wide Implications	How the initiative will affect multiple departments

Below is a description to guide the reader in understanding each of the columns in the chart.

Primary Lead	Secondary Lead	Support Department or Primary Agency	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
Identifies the most senior staff person directly responsible	Describes the secondary lead on the initiative	Details the support department(s) or primary external agency involved ie. initiative #9 York Regional Police are the primary agency for community safety	Details the specific strategic initiative	Outlines the date the initiative will have been achieved as per the "Strategic Initiatives List". Further, it is dependent that resources are assigned as required	Assigns priority to the initiative as per the criteria outlined above

Vaughan Vision 2020 Strategic Initiatives List

Primary Lead	Secondary Lead	Support Department or Primary Agency	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
Lead and Promote Environmental Sustainability					
10 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
11 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
12 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 High
Preserve our Heritage and Support our Arts & Culture					
13 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
14 Commissioner of Community Services	Director of Recreation & Culture Heritage Vaughan Committee	Commissioner of Planning	Develop a strategy for utilization of City owned historical houses by the community	Q4/07	Medium

Vaughan Vision 2020 Strategic Initiatives List

Primary Lead	Secondary Lead	Support Department or Primary Agency	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
STAFF EXCELLENCE					
Value and Encourage a Highly Motivated Staff					
15 Commissioner of Legal & Administrative Services	Director of Human Resources	All City departments	Develop and implement a Human Resources Strategy	Q2/08	High
16 City Manager	Director of Corporate Communications	Director of Human Resources	Establish and implement an effective internal communications strategy throughout the organization	Q4/08	Medium

Attract, Retain and Promote Skilled Staff					
17 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
18 Commissioner of Legal & Administrative Services	Director of Human Resources	SMT Intergovernmental Relations Committee	Encourage and promote temporary secondments of selected staff to other levels of government	Q2/08	Medium
19 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
20 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	MediumHigh

Support the Professional Development of Staff					
21 Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Develop a focused corporate learning approach to staff education	Q2/08	Medium
22 Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	Identify and develop a management succession planning program.	Q2/09	Low

Vaughan Vision 2020 Strategic Initiatives List

Primary Lead	Secondary Lead	Support Department or Primary Agency	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
MANAGEMENT EXCELLENCE					
Demonstrate Leadership and Promote Effective Governance					
23	City Manager	Council	SMT Vaughan Youth Cabinet	Develop a strategy to strengthen youth participation in civic government	Q2/09 Medium
24	City Manager	Strategic Planning Committee; Senior Manager of Strategic Planning	SMT	Revise the Vaughan Vision 2007 strategic plan and publish and communicate a new Vaughan Vision 2020	Q4/07 High
25	Commissioner of Legal & Administrative Services	City Clerk	SMT	Complete a review of ward boundary redistribution and regional wards	Q2/08 High
26	City Manager	Council SMT	Intergovernmental Relations Committee	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
27	Commissioner of Legal & Administrative Services	City Clerk	SMT Vaughan Youth Cabinet	Complete a review of Committee appointments and Council structure	Q2/08 Medium
28	Commissioner of Legal & Administrative Services	Director of Human Resources	SMT	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
29	City Manager	Director of Corporate Communications	ITM	Update the Communications Strategy and review redesigning the City of Vaughan website	04/08 MediumHigh
30	City Manager	Director of Corporate Communications	SMT	Develop a new model for civic engagement and enhance our public consultation strategy	Q4/09 MediumHigh
31	City Manager	Council SMT		Develop a strategy for effective governance including reviewing two-tier governance	Q2/09 Low
32	City Manager	Director of Corporate Communications	SMT	Develop a City Branding Strategy to enhance our image and marketing position	Q4/09 Low High

Vaughan Vision 2020 Strategic Initiatives List

Primary Lead	Secondary Lead	Support Department or Primary Agency	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
Enhance Productivity, Cost Effectiveness and Innovation					
33 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
34 City Manager	SMT	Library	Review opportunities for integrating library operations with the City	Q4/08	Medium
35 City Manager	SMT	Intergovernmental Relations Committee	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
36 Commissioner of Legal & Administrative Services	City Clerk	SMT	Develop and implement a Corporate Records and Information Management System including rolling out a Corporate filing system	Q2/09	Medium
37 Commissioner of Legal & Administrative Services	Director of Human Resources	ITM	Develop and implement a comprehensive employee suggestion program	Q4/08	Medium
38 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
39 Deputy City Manager/ Commissioner of Finance & Corporate Services	ITM	SMT	Enhance the strategy to ensure Vaughan is a best practice information technology organization in order to improve cost-effectiveness and productivity	Q4/08	Medium
40 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
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	LowMedium

Vaughan Vision 2020 Strategic Initiatives List

Primary Lead	Secondary Lead	Support Department or Primary Agency	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
Maintain Assets and Infrastructure Integrity					
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	SMT	Develop a City wide risk management plan	Q4/08	High
44 Commissioner of Engineering & Public Works	Director of Engineering Services	Director of Public Works	Develop and implement an Infrastructure Management System (IMS). Implementation of bridges/structures components. Evaluate and assess the long term municipal road repair & reconstruction strategy. Annual reports to be completed (including 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 model (piped infrastructure data set)	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	SMT	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
50 Deputy City Manager/ Commissioner of Finance & Corporate Services	Director of Reserves & Investments	SMT	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

Vaughan Vision 2020 Strategic Initiatives List

	Primary Lead	Secondary Lead	Support Department or Primary Agency	Strategic Initiatives	Implementation Date	Hi/Med/Low Priority
Plan and Manage Growth & Economic Vitality						
51	City Manager	Manager of Corporate Policy	SMT	Complete and implement the Growth Management Strategy.	Q2/11	High
52	City Manager	SMT	Intergovernmental Relations Committee	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	Commissioner of Planning	Continue to support the Highway 427 extension through continued participation in the EA process	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
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 Planning	Council & SMT	Develop a citywide strategy regarding the aesthetics for noise attenuation fences; and develop a citywide strategy for noise attenuation	Q2/08 Q2/11	MediumLow
60	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	City Manager	Director of Economic Development	SMT	Revise and update the Economic Development Strategy including the areas of the environment, tourism and Vaughan Business Enterprise Centre	Q2/09	LowHigh
62	City Manager	Director of Economic Development	SMT	Review the Vaughan Enterprise Zone vision and develop a marketing plan	Q4/08	Low

Vaughan Vision


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LOOKING TO OUR FUTURE

DRAFT

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 are part 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 is to involve citizens and staff in the establishment of a strategic direction for the City which will help Council deal with the present by looking to the future.

Setting a strategic direction helps Council provide competent, reliable, and sustainable management of the City. Through regular review, monitoring and reporting of the plan, the City will be able to communicate to our residents and businesses our strategic successes.



Joyce Frustaglio
REGIONAL COUNCILLOR



Gino Rosati
REGIONAL COUNCILLOR



Peter Meffe
WARD 1



Tony Carella
WARD 2



Bernie DiVona
WARD 3



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 approximately 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 approximately 8,000 businesses and 150,000 employees. The City has the largest supply of "greenfield" designated 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 strategic 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 had to date, including:

- Promotion Gold Award and Municipal Bronze Award for commitment to a sustainable environment, 2007 Ontario Waste Minimization Awards
- 2007 Marketing Canada award for Communities in Bloom brochure "Come See What's Blooming in Vaughan in 2009"
- Scott Somerville Fire and rescue Service Station No 7-9 first building in York Region to achieve a gold rating in the Leadership in Energy and Environmental Design (LEED) program and winner of the 2007 Canadian Project Excellence (CPEX) award under the vision category
- Vaughan selected as 2007 winning community by Green Streets Canada in recognition of the City's urban forest program
- Plans for a future hospital
- Extension of the Spadina subway
- Construction of a new city hall
- Vaughan Fire and Rescue Service and A-Channel Barrie recognized for production of the award-winning television program When Seconds Count, including the Edward R. Murrow International Award for in-depth reporting
- 2007 bylaw prohibiting the removal of trees from private property without a permit to protect the urban tree canopy
- Five Stars award for Vaughan's participation in the 2006 WinterLights Celebrations, the winter edition of the national Communities In Bloom program
- Youth Friendly Community Recognition Award presented to the City of Vaughan's Recreation and Culture Department by Play Works organization

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

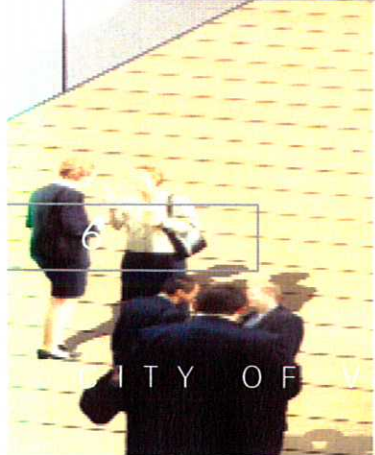
Mission

Citizens first through service excellence.

Values

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









Strategic Initiatives

Service Excellence

Pursue Excellence in Service Delivery

- Develop a Corporate Wide Accessibility Plan
- Develop 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
- Develop a comprehensive E-government strategy to ensure citizens have access to government 24/7

Enhance and Ensure Community Safety, Health & Wellness

- Develop and implement an emergency management program to comply with the Emergency Planning Act
- Develop a Recreation and Culture, Parks and Facilities Master Plan
- Provide continued support for 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 community strategy to ensure citizens are safe and have access to safety education programs (partnership with York Regional Police)

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
- Develop a strategy to achieve a garbage diversion target of 95% for the Greening Vaughan program

Preserve our Heritage and Support Diversity, Arts & Culture

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

Staff Excellence



Value and Encourage a Highly Motivated Workforce

- Develop and implement a Human Resources Strategy
- Establish and implement an effective internal communications strategy throughout the organization

Attract, Retain & Promote Skilled Staff

- Establish through HR 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
- Develop a strategy to encourage and support life long learning and participation in a wide variety of staff events
- Develop a strategy to continue to ensure a quality work environment and a wide array of staff benefits

Support the Professional Development of Staff

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

Management Excellence



Demonstrate Leadership and Promote Effective Governance

- Develop 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

Strategic Initiatives

Management Excellence

- Complete a review of Committee appointments and Council structure
- Develop 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 redesigning the City of Vaughan website
- Develop a new model for civic engagement and enhance our public consultation strategy
- Develop a strategy for effective governance including reviewing two-tier governance
- Develop a City Branding Strategy to enhance our image and marketing position

Enhance Productivity, Cost Effectiveness and Innovation

- 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
- Review opportunities for integrating library operations with the City
- Review opportunities to deliver Regional and Provincial services at a 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
- Develop and implement a comprehensive employee suggestion program. Develop and implement a comprehensive public suggestion program
- Enhance the strategy to ensure Vaughan is a leading edge 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
- Develop a strategy to promote technical services for City field staff

Maintain Assets & Infrastructure Integrity

- Ensure the development of a Corporate Asset Management strategy

- Develop a City wide risk management plan
- Develop and implement an Infrastructure Management System (IMS). Implementation of bridges/structures components. Evaluate and assess the long term municipal road repair & reconstruction strategy. Annual reports to be completed (including all infrastructure)
- Develop a local water, wastewater and storm sewer assessment system model (piped infrastructure data set)

Ensure Financial Sustainability

- Develop a policy to research the coordination and submitting of grants and subsidy requests across the Corporation
- Develop 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 (Phase 1)
- 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

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, local transit and the subway to Highway 7
- Continue to support the Highway 427 extension through continued participation in the Environmental Assessment (EA) process
- Develop city wide Engineering master phasing and servicing/allocation plans. Servicing phase to continue until 2011. Annual reports to be provided 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

- Develop a strategy on completing the Langstaff, Teston and Kirby Road links
- Review the Vaughan Corporate Centre vision and develop a marketing plan
- Develop a city wide strategy regarding the aesthetics for noise attenuation fences; and develop a city wide 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.



CITY OF VAUGHAN • 2141 MAJOR MACKENZIE DRIVE • VAUGHAN, ON L6A 1T1 • 905.832.2281



ARTIST'S RENDITION OF NEW CIVIC CENTRE SQUARE

COMMUNICATIONS STRATEGY
VAUGHAN VISION 2020 PROGRAM LAUNCH
JANUARY, 2008

OBJECTIVES

1. Promote Vaughan Vision 2020 to City staff and the general public
2. Develop a communications plan to ensure the Vaughan Vision 2020 becomes a 'living document' for staff
3. Generate media coverage of Vaughan Vision 2020 launch

TARGET AUDIENCES

Internal

Council
All staff

External

Residents
Ratepayers' Associations
Community Groups
Business Community/Chamber of Commerce
Media

MESSAGES

1. The strategic plan provides a blueprint for the City's future to 2020.
2. Through the strategic plan process responsibility and timelines are assigned to strategic initiatives that facilitate the development of an actionable plan.
3. Vaughan Vision 2020 –
 - Vision statement: A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive and environmentally responsible and sustainable.
 - Mission statement: Citizens first through service excellence.
 - Corporate Values: Leadership, Innovation, Fairness, Respect, Inclusiveness, Integrity, Transparency, Accountability

4. **ACTION STEPS**

ACTIVITY	RESOURCE	DUE DATE
Program promotions: <ul style="list-style-type: none"> • Website content • VIBE content • VV2020 content in Annual Success Report (published early December) • VV 2020 Strategic Plan document (published December and distributed at January'08 launch) 	Corp. Comm. Strategic Planning	December'07
Pre-launch activities: <ul style="list-style-type: none"> • Produce 3 minute video message from City Manager for VIBE • Produce golf shirts or t-shirts for Council in colours of VV2020 • Produce custom printed mouse pads (staff) • Produce customized pens (staff) • Media Advisory for Council kick-off event • City Page notification of kick-off event • Develop screen saver of strategic map 	Corp. Comm. Strategic Planning	December-January'08
Launch activities -- internal: <ul style="list-style-type: none"> • Desk drop to all City staff to include memo from Mayor and City Manager and mouse pad/pen • City Manager video to run on computer boot up (one day only for autorun) • Post new VV2020 section to VIBE • Deliver printed copy of VV2020 to directors and managers 	Corp. Comm. Strategic Planning	Late January'08
Launch activities – external: <ul style="list-style-type: none"> • Kick-off event (media photo op with Council – at Council meeting) • Post new VV2020 section to website • Council media interviews • Issue news release • Media kit at event (VV2020 brochure, survey results, artwork, etc.) 	Corp. Comm. Strategic Planning	Late January'08
Ongoing Activities: <ul style="list-style-type: none"> • Annual City Manager strategic update presentation • VIBE and City website VV2020 Report Card • Strategic visioning and continuous improvement meetings with City departments • Cross departmental meetings • March Council/SMT Strategic Planning Workshop • Annual accountability public meeting (October) 	Corp. Comm. Strategic Planning	March-December'08