

Council's Strategic Plan - Part I

(City Council on November 23, 24 and 25, 1999, adopted this Clause, without amendment.)

The Policy and Finance Committee recommends the adoption of the following report (November 3, 1999) from the Council Reference Group for the Strategic Plan:

Purpose:

On October 1, 1998, City Council approved the development of Council's Strategic Plan – a key Council leadership document. Part I of Council's Strategic Plan has been drafted, and is being submitted by the Council Reference Group for Council's consideration.

Financial Implications and Impact Statement:

There are no financial implications resulting from the adoption of the recommendations in this report.

Recommendations:

It is recommended that City Council adopt Part I of Council's Strategic Plan, encompassing Council's vision, mission and goals as set out in the Appendix to this report, and that this be taken into account by the City's other planning initiatives including the Official Plan, Social Development Strategy, Economic Development Strategy and Environmental Plan.

Comments:

The vision, mission and goals represent the first part of Council's Strategic Plan (appended). The vision statement sets out Council's collective vision for the city. The mission statement is Council's statement about the broad role and purpose of the City Government. The goals represent directions that Council can influence and that will influence Council's decision-making as it strives to improve the quality of life in the city.

Council adoption of the vision, mission and goals in Part I of the Strategic Plan will move the process forward with Part II – the development of City Strategies. The City Strategies will describe specific commitments where the City can contribute to the achievement of the goals. The development of City Strategies will provide critical context for programs and agencies in the preparation of their multi-year business plans and annual operating budgets.

Conclusions:

Council adoption of the vision, mission and goals in Part I will allow the timely development of City Strategies and guide Council as it enters the year 2000 budget planning process.

Members of the Council Reference Group for the Strategic Plan:

Councillor Gerry Altobello
Councillor Brian Ashton
Councillor Gordon Chong
Councillor Brad Duguid
Councillor Anne Johnston
Councillor Irene Jones
Councillor Joan King
Councillor Jack Layton
Councillor Gloria Lindsay Luby
Councillor Pam McConnell
Councillor David Miller
Councillor David Soknacki

(A copy of the document, entitled “Toronto City Council’s Strategic Plan – Part 1”, referred to in the foregoing report was forwarded to all Members of Council with the November 10, 1999, agenda of the Policy and Finance Committee and a copy thereof is also on file in the office of the City Clerk.)

(City Council on November 23, 24 and 25, 1999, had before it, during consideration of the foregoing Clause, the following Toronto City Council’s Strategic Plan as recommended to Council by the Policy and Finance Committee on November 10, 1999:

Toronto City Council’s Strategic Plan

Part I

*As Recommended to Toronto City Council by the
Policy & Finance Committee on November 10, 1999*

*Strategic & Corporate Policy Division
Chief Administrator’s Office
City Of Toronto
November 1999*

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CITY STRATEGIES

PENDING

MEMBERS OF CITY COUNCIL

<i>MAYOR</i>	<i>Mel Lastman</i>		
<i>Councillors</i>	<i>John Adams</i>	<i>Ward 23</i>	<i>Midtown</i>
	<i>Gerry Altobello</i>	<i>Ward 13</i>	<i>Scarborough Bluffs</i>
	<i>Brian Ashton</i>	<i>Ward 13</i>	<i>Scarborough Bluffs</i>
	<i>Maria Augimeri</i>	<i>Ward 7</i>	<i>Black Creek</i>
	<i>Bas Balkissoon</i>	<i>Ward 18</i>	<i>Scarborough Malvern</i>
	<i>Lorenzo Berardinetti</i>	<i>Ward 15</i>	<i>Scarborough City Centre</i>
	<i>Milton Berger</i>	<i>Ward 9</i>	<i>North York Centre South</i>
	<i>Ila Bossons</i>	<i>Ward 23</i>	<i>Midtown</i>
	<i>Elizabeth Brown</i>	<i>Ward 5</i>	<i>Rexdale Thistletown</i>
	<i>Sandra Bussin</i>	<i>Ward 26</i>	<i>East Toronto</i>
	<i>Raymond Cho</i>	<i>Ward 18</i>	<i>Scarborough Malvern</i>
	<i>Gordon Chong</i>	<i>Ward 11</i>	<i>Don Parkway</i>
	<i>Olivia Chow</i>	<i>Ward 24</i>	<i>Downtown</i>
	<i>Rob Davis</i>	<i>Ward 28</i>	<i>York Eglinton</i>
	<i>Betty Disero</i>	<i>Ward 21</i>	<i>Davenport</i>
	<i>Brad Duguid</i>	<i>Ward 15</i>	<i>Scarborough City Centre</i>
	<i>Michael Feldman</i>	<i>Ward 8</i>	<i>North York Spadina</i>
	<i>John Fillion</i>	<i>Ward 10</i>	<i>North York Centre</i>
	<i>Joanne Flint</i>	<i>Ward 9</i>	<i>North York Centre South</i>
	<i>Dennis Fotinos</i>	<i>Ward 21</i>	<i>Davenport</i>
	<i>Norm Gardner</i>	<i>Ward 10</i>	<i>North York Centre</i>
	<i>Mario Giansante</i>	<i>Ward 3</i>	<i>Kingsway Humber</i>
	<i>Doug Holyday</i>	<i>Ward 4</i>	<i>Markland Centennial</i>
	<i>Tom Jakobek</i>	<i>Ward 26</i>	<i>East Toronto</i>
	<i>Anne Johnston</i>	<i>Ward 22</i>	<i>North Toronto</i>
	<i>Irene Jones</i>	<i>Ward 2</i>	<i>Lakeshore Queensway</i>

<i>Norm Kelly</i>	<i>Ward 14</i>	<i>Scarborough Wexford</i>
<i>Blake Kinahan</i>	<i>Ward 2</i>	<i>Lakeshore Queensway</i>
<i>Joan King</i>	<i>Ward 12</i>	<i>Seneca Heights</i>
<i>Chris Korwin-Kuczynski</i>	<i>Ward 19</i>	<i>High Park</i>
<i>Jack Layton</i>	<i>Ward 25</i>	<i>Don River</i>
<i>Gloria Lindsay Luby</i>	<i>Ward 3</i>	<i>Kingsway Humber</i>
<i>Peter Lipreti</i>	<i>Ward 7</i>	<i>Black Creek</i>
<i>Doug Mahood</i>	<i>Ward 17</i>	<i>Scarborough Agincourt</i>
<i>George Mammoliti</i>	<i>Ward 6</i>	<i>North York Humber</i>
<i>Pam McConnell</i>	<i>Ward 25</i>	<i>Don River</i>
<i>Joe Mihevc</i>	<i>Ward 28</i>	<i>York Eglinton</i>
<i>David Miller</i>	<i>Ward 19</i>	<i>High Park</i>
<i>Denzil Minnan-Wong</i>	<i>Ward 11</i>	<i>Don Parkway</i>
<i>Ron Moeser</i>	<i>Ward 16</i>	<i>Scarborough Highland Creek</i>
<i>Howard Moscoe</i>	<i>Ward 8</i>	<i>North York Spadina</i>
<i>Frances Nunziata</i>	<i>Ward 27</i>	<i>York Humber</i>
<i>Dick O'Brien</i>	<i>Ward 4</i>	<i>Markland Centennial</i>
<i>Case Ootes</i>	<i>Ward 1</i>	<i>East York</i>
<i>Joe Pantalone</i>	<i>Ward 20</i>	<i>Trinity Niagara</i>
<i>Jane Pitfield</i>	<i>Ward 1</i>	<i>East York</i>
<i>Michael Prue</i>	<i>Ward 1</i>	<i>East York</i>
<i>Kyle Rae</i>	<i>Ward 24</i>	<i>Downtown</i>
<i>Bill Saunderson</i>	<i>Ward 27</i>	<i>York Humber</i>
<i>Judy Sgro</i>	<i>Ward 6</i>	<i>North York Humber</i>
<i>Sherene Shaw</i>	<i>Ward 17</i>	<i>Scarborough Agincourt</i>
<i>David Shiner</i>	<i>Ward 12</i>	<i>Seneca Heights</i>
<i>Mario Silva</i>	<i>Ward 20</i>	<i>Trinity Niagara</i>
<i>Bruce Sinclair</i>	<i>Ward 5</i>	<i>Rexdale Thistletown</i>
<i>David Soknacki</i>	<i>Ward 16</i>	<i>Scarborough Highland Creek</i>
<i>Mike Tzekas</i>	<i>Ward 14</i>	<i>Scarborough Wexford</i>
<i>Michael Walker</i>	<i>Ward 22</i>	<i>North Toronto</i>

COUNCIL'S VISION FOR THE CITY

Toronto is a caring and friendly city.

We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

Toronto is a clean, green and sustainable city.

We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

Toronto is a dynamic city.

As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy.

Toronto invests in quality of life.

We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

MISSION STATEMENT FOR THE CITY GOVERNMENT

The Government of the City of Toronto champions the economic, social and environmental vitality of the city. The City strives to provide high quality and affordable services that respond to the needs of our communities and invests in infrastructure to support city building. The City is a leader in identifying issues of importance and in finding creative ways of responding to them.

The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

Our actions are guided by the following principles:

<i>Advocacy</i>	<i>We are advocates on behalf of our city's needs with other orders of government</i>
<i>Community Participation</i>	<i>We facilitate active community involvement in all aspects of civic life, both locally and city-wide</i>
<i>Equity</i>	<i>We respond to and support diverse needs and interests and work to achieve social justice</i>
<i>Effectiveness</i>	<i>We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources</i>

<i>Leadership</i>	<i>We plan for change and take a leadership role on issues of importance to the City</i>
<i>Partnerships</i>	<i>We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government</i>
<i>Sustainability</i>	<i>We integrate environmental, social, economic and fiscal perspectives in our actions</i>

COUNCIL'S GOALS FOR THE COMMUNITY

Council's goals for the community relate to 20 important issues and opportunities facing Toronto. The goals reflect areas that City Council can influence as well as areas that will influence City Council as it strives to improve the city's quality of life. The goals are grouped under the following five theme areas:

Social Development

Social development encompasses principles of social equity, social well-being and citizen engagement, and is an important determinant of healthy communities and quality of life.

Economic Vitality

Economic vitality refers to the health of the city's economy and includes such factors as diversified employment, skilled workforce, competitiveness, investment and affordability.

Environmental Sustainability

Environmental sustainability encompasses principles of environmental balance and the integration of environmental considerations in our social and economic activities.

Good Governance

Good governance refers to the system of municipal government in terms of its role as a democratic institution, a public policy maker and a deliverer of public services.

City Building

City building views the City as a whole and focuses on investment in social and physical services and infrastructure which are fundamental to the city's quality of life.

Social Development

1. *Community Capacity*

Individuals and groups have a collective sense of belonging and contributing to the city, and have the capacity to participate in the city's social, political, economic and cultural life.

2. *Well-being*

Individuals have access to an adequate standard of living including income, health, nutritious food, housing and clothing.

3. *Equitable Access*

Resources and opportunities are available to respond to the unique needs of different communities.

4. *Diversity*

Diversity is recognized, accepted and promoted as a core strength.

5. *Safe City*

Toronto is a place where individuals and communities feel safe and secure.

Economic Vitality

6. *People*

Toronto's workforce has the skills, education and knowledge demanded by an evolving and competitive economy.

7. *Generating Employment*

Toronto's economy generates high levels of employment, providing quality jobs and a range of employment opportunities.

8. *Dynamic Economic Base*

Toronto has a diversified business and employment base and builds on its competitive strengths through excellence in education, research, entrepreneurship and innovation.

9. *International Image*

Toronto is internationally recognized as a desirable place to live, work, visit, invest and conduct business.

Environmental Sustainability

10. Environmental Awareness

Awareness of environmental impacts results in active public participation in environmental improvements.

11. Environmental Sustainability

Human activities and consumption are balanced with the environment's ability to absorb emissions and impacts.

12. Environmental Health

The health of residents is protected from environmental risks.

Good Governance

13. Civic Participation

Open, democratic decision-making processes and effective dialogue invite people to contribute their ideas, opinions, and energy to the well-being of the city.

14. Organizational Sustainability

The City has appropriate legislative authority, financial tools and organizational structures and processes to undertake its responsibilities and achieve goals that support and enhance the city's quality of life within its financial capacity.

15. Intergovernmental Affairs

Toronto is a full partner with other orders of government when making decisions that affect the city.

16. International Relations

Toronto is regarded internationally as a role model for cities, and benefits socially, culturally and economically from its international linkages.

City Building

17. Infrastructure for a Successful City

Toronto has the necessary social and physical infrastructure to ensure community and individual well-being throughout the city, and to attract investment and succeed in the world economy.

18 *Service Excellence*

Public services are high quality, well-coordinated and easy to access.

19. *Smart Urban Growth*

Toronto has a compact urban form with efficient, accessible and integrated City services and transportation systems.

20. *Quality of Place*

Toronto's vibrant arts, culture, heritage, entertainment and urban design enrich the city's quality of life and enhance its international image.)