

## **PRIORITIES AND KEY INITIATIVES COMMITTEE – JUNE 13, 2011**

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

#### **Recommendation**

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

That the following report including the revised Vaughan Vision 2020 Strategic Planning Diagram in Attachment 2 be approved.

#### **Contribution to Sustainability**

The Vaughan Vision 2020 strategic plan incorporates the principle of sustainability in the strategic goals and themes.

#### **Economic Impact**

There is no economic impact of this report. The strategic plan and the goals and objectives incorporated into the plan will assist Council in setting priorities and assigning increasingly limited resources.

#### **Communications Plan**

The Strategic Themes and Strategic Initiatives which support the themes will be communicated to departments in the budget guidelines. The revisions to the Vaughan Vision 2020 strategic plan will be communicated to staff and citizens through the intranet/internet, e-newsletter, social media and staff meetings, as appropriate. The results from the 2011 Ipsos-Reid Citizen Survey will be posted to the internet upon approval by Council, see Attachment 1 for the summary.

#### **Purpose**

To present the recommended changes to the Vaughan Vision 2020 strategic planning diagram and recommend the Priority Strategic Themes for 2012 and the Strategic Initiatives that support the themes.

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

##### **Background**

The Vaughan Vision 2020 strategic plan is the guiding document which sets the vision and key strategic goals and strategic themes for the Corporation to the year 2020. The current plan was approved by Council in December 2007 and with the new term of Council it is appropriate to review the strategic plan. Prior to reviewing the plan itself, staff developed a Corporate Planning Cycle which provided the context for strategic planning and the other aspects of strategic planning. It was approved by Council in May. It is divided into four phases over 12 months.

All phases are interdependent and together create a holistic approach to corporate planning at the City. Due to the shortened timeline in 2011 the first two phases; Visioning and Aligning were compressed over a two month time period rather than the proposed six months. Briefly, the Visioning phase focuses on reviewing the key issues impacting the municipality through the completion of a SWOT exercise. This information is a key input into the setting and validating of strategic themes which will guide the corporate planning process. The Aligning phase involves developing and prioritizing key initiatives which are aligned with the strategic themes/direction set in the visioning phase. The strategic themes and initiatives are then communicated to the

organization and integrated into the budget guidelines. This is critical to setting a common focused direction for the City.

#### SMT/Directors Workshop

On May 11, 2011 senior management and the directors held a workshop to review the current Vaughan Vision (VV) 2020 strategic plan. The broader management group was brought together so we could draw on their knowledge and expertise and develop an understanding of and buy-in to the process and outcomes. The workshop focus was to review and discuss the VV 2020 goals and objectives and refine them if necessary. Further, an exercise was completed to determine the priority strategic themes and initiatives for the year 2011-12. To help inform the discussions information was provided in a presentation of the 2011 Ipsos-Reid citizen survey and a brainstorming SWOT (Strengths, Weaknesses, Opportunities, Threats) roundtable exercise. The expertise and knowledge of the management group were reflected in the SWOT results as well as the information generated from the community through the survey, as can be seen in Attachment 1, generated a number of changes in the Vaughan Vision 2020.

The overall conclusions after review of the VV 2020 goals and objectives were the following:

- Corporation is doing well meeting the goal of Service Excellence to the community and will continue to meet service standards while addressing other priority areas
- Corporation has a number of initiatives intended to achieve the goal of Staff Excellence and will continue to meet the needs of staff while addressing other priority areas
- With the increasing demands being placed on municipalities and increasingly scarce resources, more emphasis on Management Excellence as a priority is warranted.
- To support Management Excellence as a Priority, a new strategic theme "Ensure a High Performing Organization" is appropriate

#### Council-SMT Symposium/Workshop Discussion

A workshop with Council and senior management was held on May 27, 2011. This was an educational workshop for Council to be informed on the Vaughan Vision 2020 strategic plan including:

- Looking at issues through the plan
- Understanding what's required to stick to the plan
- Being informed on moving forward with the plan
- The 2011 Ipsos-Reid Citizen Survey in the context of the plan

The workshop provided Council the opportunity to ask questions on the plan and gain a better understanding of how the plan can set a focused direction for the City.

#### Revisions to VV2020

Taking the input from the Management Workshop and upon further reflection, the following changes were made to the Strategic Planning diagram.

#### VV 2020 Strategic Planning Diagram

An important roundtable discussion at the workshops was to discuss the changes to the Vaughan Vision 2020 strategic planning diagram. The Strategic Planning diagram shows the Strategic Goals on the outside, Strategic Objectives on the inner circle and the Vaughan Vision, Mission and Values in the Centre.

It was agreed that rather than the term Strategic Objectives that the term Strategic Themes would be used. The proposed changes to the diagram are identified in Attachment 2. They include:

## SERVICE EXCELLENCE

### Old

- "Pursue Excellence in Service Delivery"

### New

- "Demonstrate Excellence in Service Delivery"

### Old

- "Enhance and Ensure Community Safety, Health & Wellness"

### New

- "Promote Community Safety, Health & Wellness"

## STAFF EXCELLENCE

### Old

- "Value & Encourage a Highly Motivated Workforce"

### New

- "Value & Encourage a Highly Motivated and Engaged Workforce"

### Old

- 'Demonstrate Leadership & Promote Effective Governance'

### New

- 'Demonstrate Effective Leadership'

## MANAGEMENT EXCELLENCE – Re-title ORGANIZATIONAL EXCELLENCE

### Old

- 'Demonstrate Leadership & Promote Effective Governance'

### New

- Moved to Staff Excellence

### Old

- 'Enhance Productivity, Cost Effectiveness & Innovation'

### New

- 'Ensure a High Performing Organization'

### Old

- 'Maintain Assets & Infrastructure'

### New

- 'Manage Corporate Assets'

### Old

- 'Plan & Manage Growth & Economic Vitality'

### New

- 'Manage Growth & Economic Well-being'

## Strategic Themes and Initiatives

Once the strategic planning diagram was reviewed, the step was to look at prioritizing the Strategic Themes and Initiatives. This was an important objective as everything cannot be a priority. Establishing a priority results in clarity for staff and other stakeholders and a focus for the corporation. This in turn assists with prioritizing resource allocation through the operating budget process.

A number of criteria were used to assist in determining the priority strategic themes and initiatives including:

1. Reflecting on the SWOT exercise does the strategic theme/initiative address:
  - a) a significant weakness
  - b) capitalize on a major opportunity
  - c) counter a serious threat
2. Is the strategic theme/initiative a primary focus in the short term in order to achieve long term success?

In applying this criteria and using the information from the SWOT analysis the prioritized strategic themes were identified. ~~as can be seen in Attachment 3.~~ They included 'Ensure a High Performing Organization,' 'Manage Corporate Assets' and 'Manage Growth and Economic Well-being.' Aligned to these themes are a number of strategic initiatives which were identified as priority initiatives for 2011/12. Including the following:

1. 'Ensure a High Performing Organization'

*Strategic Initiative(s) to support the theme:*

- a) Undertake a Program Review
- b) Further Evolve Performance Indicators
- c) Additional Operational/Business Reviews

2. 'Manage Corporate Assets'

*Strategic Initiative to support the theme:*

- a) Develop and Implement a Corporate Wide Asset Management System

3. 'Manage Growth and Economic Well-being'

*Strategic Initiative to support the theme:*

- a) Develop the plan required to build a dynamic Vaughan Metropolitan Centre

These changes, ~~are reflected in Attachment 2 and 3.~~ upon Council approval, will be communicated to staff and integrated into the operating budget process.

Next Steps

There are a number of steps to take in rolling out the changes to the Vaughan Vision 2020 strategic plan. They include; identifying the project lead, implementation plan and the timeline for completion of the priority strategic initiatives. Definitions for the changes made to the VV 2020 diagram will be developed and communicated to all staff. Also, a communication plan will be developed to ensure there is a 'line of sight' between the plan and staff at all levels of the organization.

**Relationship to Vaughan Vision 2020/Strategic Plan**

The revised Vaughan Vision 2020 strategic planning diagram will replace the current one upon approval. The prioritized strategic initiatives will be added to the current plan if they have not already been identified.

### **Regional Implications**

Any regional implications will be identified with the individual strategic initiatives.

### **Conclusion**

The Vaughan Vision 2020 strategic plan revisions are being tabled at the Priorities and Key Initiatives Committee for approval. The objective is to provide a focus for the organization as we move into the 2012 budget process and deliberations.

### **Attachments**

1. Attachment 1 - Summary of Ipsos-Reid 2011 Citizen Survey
2. Attachment 2 - Vaughan Vision 2020 Strategic Planning Diagram

### **Report prepared by:**

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Respectfully submitted,

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# Executive Summary

Attachment 1

## Quality of Life

- Residents of Vaughan continue to rate the quality of life in the City highly.
- Residents' satisfaction with their quality of life is driven by a number of attributes including: Vaughan being a safe place to live; that it is a nice community to live in and that residents enjoy living in Vaughan.

## Top of Mind Issue

- Transportation continues to be the top-of-mind issue for Vaughan residents. This is followed at some distance by healthcare and taxation/municipal government spending.

## Areas Most in Need of Attention

- Residents are split on what local issues require the most attention. Keeping property taxes low and a new hospital for Vaughan are named most often.

## Satisfaction with Services

- Satisfaction with City services is very high.
- Satisfaction is linked to the perceptions of value for money. Residents who believe they receive good value for their tax dollars, are more likely to be satisfied with the overall level of City service.



# Executive Summary

## Gap Analysis / Service Delivery Assessment

- A gap analysis was undertaken to assist the City in prioritizing resources for city services.
- Based on the view of residents: fire services; garbage, recycling and Green Bins; parks and green spaces; road snow removal; recreation and fitness services including programs and facilities; and street repairs, sidewalk and street lighting are all services that need to be maintained. Residents deem these services as important and say the City is doing a good job providing the services. The City should continue to focus on these services.
- Hospitals, emergencies and clinics; planning for the future / planning the expansion of the City; end of driveway and sidewalk snow removal are key priority areas for improvement. Residents report these as important services but have assessed lower satisfaction ratings relative to their delivery. If additional resources are available, they should be allocated to these services. Continued efforts at enhancing these services present a real opportunity for the City.

## Taxes and Service Costs

- Residents continue to believe they receive good value for their tax dollars. Support is unchanged across the three waves of interviewing.
- Attitudes towards value for tax dollars and overall service satisfaction are linked. Residents who are very satisfied with City services are more likely to believe they receive good value for their tax dollars.



# Executive Summary

## **Balance of Taxation and Services**

- Most residents believe the City should hold the line on increased taxes or user fees even if it means reductions in service.
- Lower support exists for maintaining current service levels through an increase in taxes or user fees.

## **Local Amenities**

- Residents rate the physical and natural beauty of the City of Vaughan highly.
- A majority also believes that Vaughan has the arts and lifestyle amenities that they require.

## **Communications**

- Financial and budgetary information, followed by more up to date information, tax information and building projects / developments are cited as the areas on which residents most need information.
- A large portion indicate they do not require additional information on anything.
- Mailed newsletters and brochures are the most preferred communication vehicles.
- The majority of residents have not visited the City's website in the past three months.



