

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 22, 2007

Item 1, Report No. 4, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on October 22, 2007.

1 DRAFT VAUGHAN VISION 2020 PUBLIC/STAFF FEEDBACK

The Strategic Planning Committee recommends:

- 1) That Clauses 1, 2 and 3 contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated October 9, 2007, be approved; and
- 2) That Attachment 4 – Draft Vaughan Vision Strategic Initiatives List, be approved, subject to:
 - inserting in no. 6 the words “Vaughan Health Campus of Care”;
 - appropriately identifying the “Primary Lead” and “Support” for no. 7;
 - moving nos. 37 and 40 under “Service Excellence”;
 - replacing no. 59 with “Develop a citywide strategy regarding the aesthetics for noise attenuation fences; and develop a citywide strategy for noise attenuation”; and
 - providing an explanation on how to interpret the document, including definitions for each of the headers; and
- 3) That the Mayor be requested to write a letter to the President & Vice-Chancellor of York University, Dr. Mamdouh Shoukri, informing him of the strategic initiative to jointly develop a strategy for future development of railway lands as a science and technology research park as referenced in no. 31, and requesting the co-operation of appropriate York University officials in this regard.

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 2nd 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.

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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 19th 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.

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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 2nd 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

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 2, Report No. 4, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on October 22, 2007.

2 DRAFT VAUGHAN VISION 2020 STRATEGIC PLAN DOCUMENT

The Strategic Planning Committee recommends:

- 1) **That Attachment 1 – Draft Vaughan Vision 2020 Strategic Plan document be modified to incorporate Members of Council’s comments, including:**
 - **inserting individual photographs of Members of Council and the Senior Management Team;**
 - **adjusting the Vision, Mission and Values statement pyramid;**
 - **moving “Service Excellence” to the top of the Corporate Strategic Map;**
 - **inserting the “Declaration of Citizens’ Rights and Responsibilities Charter”;** and
 - **including on the back cover a photograph of the new City Hall civic square; and**

- 2) **That the following report of the City Manager and the Senior Manager of Strategic Planning, dated October 9, 2007, be received.**

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 – Draft Vaughan Vision 2020 Strategic Plan document be received

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 will be presented when the review of the final draft of the document is completed at the November 6, 2007 Strategic Planning Committee meeting.

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. Further, work has been completed on developing a new design for the Corporate Strategic Map which is included in the draft document. The goal in reviewing the document at this meeting is to obtain the committee’s feedback on the plan in order to facilitate development of final approval of the document at the end of 2007.

Background - Analysis and Options

The revision of the Vaughan Vision 2007 and the development of the draft Vaughan Vision 2020 has involved many steps in the 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, and Council/SMT Strategic Planning Workshop May 15-16, 2007.

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As can be seen in Attachment 1 the draft Vaughan Vision 2020 strategic plan contains information on the City's strategic vision, mission and values as well as the strategic goals, objectives and initiatives. As well 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.

Feedback from the committee on the draft Vaughan Vision 2020 strategic plan will be incorporated into final draft document which is planned to be brought to the next committee meeting in November'07. The final Vaughan Vision 2020 strategic plan will not be distributed to Vaughan households but 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.

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

N/A

Conclusion

The draft Vaughan Vision 2020 document is being presented to the Strategic Planning Committee for review and feedback prior to presenting a final draft at the next Strategic Planning Committee meeting on November 9th.

Attachments

Attachment 1 - Draft Vaughan Vision 2020 document

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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When the strategic planning citizen survey was approved by the Strategic Planning Committee in March 2007 there was no direction set at the time as to whether the survey would be completed on an annual basis. Presently, there is an opportunity to participate in the Ipsos Reid “Municipal Quality of Life and Financial Planning” survey which would allow the Corporation to continue to gather information from citizens through a citizen satisfaction survey the results of which could be utilized in the strategic planning process.

The Ipsos Reid survey is a national Canadian municipal government survey of participating municipalities covering key issues such as value for municipal tax dollars, satisfaction with services, and important issues facing the community. The survey is being conducted November 1-10th 2007, and participation has to be confirmed by October 26th. Further, it is annual survey is a cost effective option for consideration to continue to gather value added citizen feedback on municipal service delivery and incorporate this information into the strategic planning process. The information gathered from this survey can be incorporated into the yearly review of the Vaughan Vision 2020 strategic goals, objectives and initiatives at the Council/SMT strategic planning workshop and help inform these discussions.

As can be seen in Attachment 2 the survey is a random telephone survey of 300 citizens with a margin of error of +/- 5.7% (19 times out of 20). The survey explores key issues such as value for municipal tax dollars, views about alternative forms of revenue generation, satisfaction with services, quality of life, important issues facing the community, information needs and website visitation. The information gathered through this survey would build off of the survey administered in April 2007 and provide valuable information to the strategic planning process. Thus, it is recommended that the City consider participation in this survey.

Relationship to Vaughan Vision 2007

The citizen survey information contributes to the development of the Vaughan Vision 2020 strategic plan.

Regional Implications

There are no regional implications.

Conclusion

The results of the “Have Your Say” random telephone and mail-out survey will be posted on the City’s website. Additionally, it is recommended that the City participate in the Ipsos Reid “Municipal Quality of Life and Financial Planning” survey.

Attachments

1. Attachment 1 - 2007 Strategic Planning “Have Your Say” citizen survey results
2. Attachment 2 - Ipsos Reid “Municipal Quality of Life and Financial Planning” survey

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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