

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 23, 2008

Item 1, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on June 23, 2008.

1 2008 COUNCIL/SMT STRATEGIC PLANNING WORKSHOP HIGHLIGHTS

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the Senior Manager of Strategic Planning, dated June 23, 2008:

Recommendation

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

- 1) That Attachment 1. 2008 Council/SMT strategic planning workshop highlights be received.

Economic Impact

Funds have been included in the 2008 operating budget

Communications Plan

N/A

Purpose

To review the 2008 Council/SMT strategic planning workshop highlights document.

Background - Analysis and Options

Council/SMT held a strategic planning workshop from April 2-3, 2008 which was focused on discussing the strategic planning process for the City of Vaughan. It provided an opportunity for Members of Council and senior management to get together and discuss how the City can more effectively manage its resources and run a more efficient City to better serve our citizens. As well the workshop focused on discussing the strategic initiatives list and the alignment between the Vaughan Vision and the strategic priorities of the Corporation.

This was accomplished through a number of brainstorming sessions which allowed decision makers to identify and clarify the City's long-term goals and objectives in order to map out where our City is going. Examples of the brainstorming exercises included a discussion on how to think strategically and how to apply the stages of the change process when implementing the strategic plan. As well there was a review of the Ipsos-Reid "Municipal Quality of Life and Financial Planning Survey" results, and also a review of the Vaughan Vision 2020 strategic initiatives list. An overview of these exercises is attached.

Relationship to Vaughan Vision 2020

The Council/SMT strategic planning workshop is an annual event which facilitates senior management discussion focused on the Vaughan Vision 2020 strategic plan.

Regional Implications

N/A

Conclusion

It is appropriate and timely to review the 2008 Council/SMT strategic planning workshop highlights document.

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Attachments

1. 2008 Council/SMT strategic planning workshop highlights

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. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on June 23, 2008.

2 **VAUGHAN VISION 2020 REVISED STRATEGIC INITIATIVES LIST**

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated June 23, 2008, subject to staff reviewing and incorporating Member's of Council's comments.

Recommendation

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

1. That Attachment 1 – Vaughan Vision 2020 Revised Strategic Initiatives List be approved

Economic Impact

N/A

Communications Plan

The revised Vaughan Vision 2020 Strategic Initiatives List will be posted to the City's website upon approval by Council at it's meeting on June 23, 2008.

Purpose

The Vaughan Vision 2020 Revised Strategic Initiatives List was discussed at the Council/SMT strategic planning workshop on April 2-3, 2008. Further, work has been completed by the Senior Management Team after the April workshop to discuss changes to the list and the revised list is being tabled at the June 17th Strategic Planning Committee for approval.

Background - Analysis and Options

At the Council/SMT strategic planning workshop on April 2-3, 2008 discussion was focused on reviewing any changes to the Vaughan Vision 2020 Strategic Initiatives List. This list was approved by Council on November 26, 2007 as part of the Vaughan Vision 2020 strategic plan document. Additional work has been completed on the list by the Senior Management Team (SMT) after the April workshop. In particular, SMT has reviewed the categorization, timelines, and priority of all of the strategic initiatives.

As can be seen in Attachment 1 the Vaughan Vision 2020 Revised Strategic Initiatives list, all of the strategic initiatives have been categorized into one of the following time horizons: 2008-2010, 2011-2014 and 2015-2020. These time horizons approximate the Council terms until the year 2020 and the initiative's implementation date will fall within one of these categories. Those initiatives which do not fall within these categories have been designated as either operational which are those assigned to the department's business plans or completed meaning the initiative has been implemented.

In revising the strategic initiative list SMT utilized the following criteria to identify those initiatives which are strategic:

- Major cost implications, both short and long term
- Significant community impact citywide
- Intergovernmental or interdepartmental impact
- Long-term horizon (2+ years)

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Further, SMT prioritized the initiatives as high, medium or low utilizing the following criteria:

- Level of impact
- Interdependencies (timing)
- Municipal exposure (legal, political or financial)
- Corporate-wide implications

Future steps in the process will be the development of a performance measurement dashboard to evaluate progress in achieving the strategic vision, goals and objectives and implementing a milestone strategic initiative tracking system to present up to date information on the status of initiatives. As well sessions will be organized with staff to discuss implementing the Vaughan Vision 2020 strategic plan.

Relationship to Vaughan Vision 2020

The strategic initiatives list references all initiatives that are apart of the Vaughan Vision 2020 strategic plan.

Regional Implications

N/A

Conclusion

The Vaughan Vision 2020 Revised Strategic Initiatives list is being tabled at the Strategic Planning Committee for approval.

Attachments

1. Attachment 1 - Vaughan Vision 2020 Revised Strategic Initiatives List

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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Item 3, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on June 23, 2008.

3 STRATEGIC COMMUNICATIONS

The Strategic Planning Committee recommends:

- 1) **That the recommendation contained in the following report of the Director of Corporate Communications, dated June 23, 2008 be approved; and**
- 2) **That a Working Group be established to develop a strategic communications approach to the City and report to the City Manager's office within one month.**

Recommendation

The Director of Corporate Communications, in consultation with the City Manager, recommends:

1. That the draft Terms of Reference, forming Attachment No. 1 to this report, be endorsed; and
2. That a staff working committee be established to assist in achieving the objectives presented in the draft Terms of Reference.

Economic Impact

None.

Communications Plan

N/A

Purpose

The purpose of this report is to propose a Terms of Reference for an internal staff working committee to review the issue of strategic communications including a revised communications strategy, as it relates to City marketing, communications and advertising.

Background - Analysis and Options

This report addresses Item 1, Report No. 15 of the Committee of the Whole (Working Session), March 18, 2008 which was adopted without amendment by Council on March 31, 2008. The recommendation states that the matter of the Effectiveness of City Page Advertising "be referred to the Strategic Planning Committee" and that this review address "Members of Council's comments."

March 18, 2008 CW Working Session

Comments by Members of Council focused on three areas:

1. The City Page advertisement in its current format may not be an effective communications vehicle, and a public survey would help measure its effectiveness.
2. The City Page advertisement is only one vehicle for communicating with key stakeholders, and the entire process of City marketing, communications and advertising by all City departments needs to be assessed, including the total cost of these activities.
3. A proper assessment of City marketing, communications and advertising could be addressed by launching an initiative akin to a "Communications Task Force," and this function would be best managed by the Strategic Planning Committee.

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Objective

The objective is to improve the effectiveness of City communications for the purpose of enhancing the City's reputation among residents and local businesses. A key consideration will be the development of a strategic framework to more effectively interact with external stakeholders.

Scope of Project

To review the issue of strategic communications involving all key stakeholders in the City corporation in order to identify the key pressures and issues impacting the City. Also included in the review would be the development of an updated Communications strategy.

Background notes on the draft Terms of Reference

Explanatory notes on the following objectives included in the draft Terms of Reference are presented in *italic* type.

1. To improve the effectiveness of City strategic communications for the purpose of enhancing the City's reputation among residents and local businesses. A key consideration will be the development of a strategic framework to more effectively interact with external stakeholders.
2. To conduct a "communications audit" or inventory of all advertising, marketing and communications vehicles used by City departments, including advertising in local papers, production and distribution of brochures and public notices, specially designed website components, public meetings, information sessions, and related initiatives.

It is the recommendation of the Corporate Communications department that this objective be given the highest priority. It will provide a complete list of all activity across the Corporation and will be a useful tool for determining next steps and the composition of the proposed staff working committee.

3. To determine the effectiveness of the current "City Page" weekly advertisement, utilizing the City Page to conduct a readership survey.

Although survey questions about the City Page could be printed on the City Page, this vehicle does not provide an effective response mechanism. It is recommended that any survey be posted as an online feature on the City's website.

4. To support the review of the City's public notification policies and procedures, including appropriate revisions to the City's Notice By-Law if necessary.

The formulation of policies and guidelines for public consultation is being addressed by two staff reports: Public Notice – Planning Applications (J. Zipay); and Report on all other notifications to the public (J. Atwood-Petkovski). In addition, the business plan of the Corporate Communications department includes the task to "establish and implement a more effective model for civic engagement and enhance our public consultation strategy," scheduled for completion Q4/09. These initiatives will impact any assessment of the City's marketing, communications and advertising activities.

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5. Formulate a policy or procedure to improve media relations that establishes criteria for determining what stories or issues are “newsworthy” and appropriate subjects for a news release, as opposed to a “marketing message” that could be posted to the website or communicated through other distribution methods.

The City issues a large number of media advisories and news releases (approx. 100 per year). The mainstream media has questioned the “newsworthiness” of many of these items. For some topics and initiatives, there may be more effective ways to convey this information, including website postings, brochures, community presentations, or public relations efforts to promote special media features.

6. To assess whether the corporate identity could be strengthened by establishing content and design guidelines for City marketing initiatives.

Currently, there are no corporate guidelines for producing marketing materials, with the exception of including the tagline on the City logo and publishing a Council group photo. A survey of all communications materials produced by the City through the proposed communications audit may show some inconsistencies in the presentation and production of these materials.

7. To determine what cost efficiencies may be provided through the consolidation or coordination of the production management function, including contracting and managing the design and production of all printed materials and special website components.

A coordinated approach to production management could produce such benefits such as volume discounts for print jobs.

8. To formulate appropriate website content policies and procedures that will establish standards for content posted by various City departments, and address public requests for external links on the City’s website.

9. Determine the requirement or feasibility of establishing a “web team” to manage the content and user features of the City’s website.

A “web team” is the standard approach to website management by larger municipalities.

10. To assess the potential of multimedia in supporting the City’s strategic communications, in terms of video production capabilities and related technologies.

11. To assess the potential of “social media” in supporting the City’s strategic communications, including blogs, vlogs, chat rooms and online discussion forums.

12. To assess the benefits and resources required to establish a public relations function to proactively market City programs and initiatives.

Next Steps

A more detailed work plan and timelines will be presented at a Strategic Planning Committee meeting in September, 2008, to provide an update on the staff committee’s work and other planned activities.

Relationship to Vaughan Vision 2020

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

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Regional Implications

N/A

Conclusion

The adoption of the attached Terms of Reference by the Strategic Planning Committee, and the establishment of a staff working committee, will provide the basis of a work plan to review and evaluate the effectiveness of City marketing, communications and advertising initiatives.

Attachments

1. Strategic Planning Committee Review of City Marketing, Communications and Advertising Initiatives: Draft Terms Of Reference
2. Effectiveness of City Page Advertising: Extract from Council Meeting Minutes of March 31, 2008

Report prepared by:

Madeline Zito, Director of Corporate Communications
Thomas Plant, Senior Manager of Strategic Planning
Ted Hallas, Manager of Corporate Communications

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