

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 1, Report No. 4, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on September 22, 2008.

1 VAUGHAN VISION 2020 REVISED STRATEGIC INITIATIVES LIST AND MILESTONES

The Strategic Planning Committee recommends:

- 1) That Clause 2 of the recommendation contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated September 16, 2008, be approved; and
- 2) That Attachment 1 – Vaughan Vision 2020 Revised Strategic Initiatives List, be approved as modified.

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
2. That Attachment 2 – Vaughan Vision 2020 Strategic Initiatives Milestones be received

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 its meeting on September 22, 2008.

Purpose

The Vaughan Vision 2020 Revised Strategic Initiatives List and Milestones is tabled at the September 16th Strategic Planning Committee for review and approval.

Background - Analysis and Options

The Vaughan Vision 2020 Revised Strategic Initiatives List was discussed at the June 23, 2008 Strategic Planning Committee meeting. At this meeting feedback was provided by committee members regarding the wording of some of the strategic initiatives on the list, these changes have been made and are reflected in Attachment 1. Further, the Senior Management Team has reviewed the list and confirmed the goal date of all initiatives on the list. The revised list is being tabled at the September 16th Strategic Planning Committee for approval.

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 completed meaning the initiative has been implemented.

Note there are two initiatives whose goal dates have been amended. Strategic initiative # 8 "complete a review of ward boundary redistribution and regional wards" the goal date has been changed from Q1/09 to Q2/09 to reflect the legislative drop dead date for a decision regarding

.../2

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 1, StratPlan Report No. 4 – Page 2

ward boundary redistribution. Also, strategic initiative # 24 “identify and develop a leadership development program” the goal date has been changed from Q2/09 to Q4/10 as a result of the information presented to Council in the HR strategy in June 2008.

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)

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

As can be seen in Attachment 2 the strategic initiative milestones describe the steps which will be taken to complete each strategic initiative. These templates are completed for ongoing initiatives only and they also document a timeline for the completion of each milestone step. It is recommended that the strategic initiative milestones be presented twice a year in order to provide an update on project progress and for accountability purposes to ensure that the initiatives are completed within the timelines which have been established.

Relationship to Vaughan Vision 2020

The strategic initiatives list and milestones 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 and milestones are being tabled at the Strategic Planning Committee for review and approval.

Attachments

1. Attachment 1 - Vaughan Vision 2020 Revised Strategic Initiatives List
2. Attachment 2 – Vaughan Vision 2020 Strategic Initiatives Milestones

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.)

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 2, Report No. 4, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on September 22, 2008.

2 **STRATEGIC PLAN PROCESS NEXT STEPS**

The Strategic Planning Committee recommends:

- 1) That the recommendation contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated September 16, 2008, be approved; and
- 2) That staff identify best practices in terms of communicating the whole strategic planning process electronically.

Recommendation

The City Manager, and the Senior Manager of Strategic Planning recommend:

- 1) That Attachment 1- Strategic Plan Process Next Steps be received

Economic Impact

There is no economic impact

Communications Plan

Communication with the public for the fall'08 Vaughan Vision 2020 information forum will be provided through the City page, and letters addressed to key stakeholders inviting them to the event.

Purpose

To review the next steps in the Vaughan Vision 2020 strategic plan process.

Background - Analysis and Options

The Vaughan Vision 2020 strategic plan was approved at the December 10, 2007 Council meeting and following that approval there have been a number of rollout activities for internal and external stakeholders to communicate the new Vaughan Vision 2020 strategic plan. Attachment 1 outlines some key next steps in the strategic planning process to continue the communication process with key stakeholders during the implementation stage.

Staff sessions

In order to ensure the Vaughan Vision 2020 remains a 'living' strategic plan document it is recommended that strategic plan review sessions be scheduled in the Fall 2008 with City staff to offer the opportunity for staff to provide input on how their department contributes to the implementation of the plan and any feedback on the Vaughan Vision 2020. As can be seen in Attachment 1 the schedule for these meetings is over October-December 2008 and the Senior Manager of Strategic Planning will facilitate the meetings.

Also, some dates will be scheduled in the fall'08 for the City Manager to present to staff a review of the accomplishments over the past year and major strategic initiatives which the City will be focus on in the year ahead.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 2, StratPlan Report No. 4 – Page 2

Public session

A Vaughan Vision 2020 public input session is tentatively scheduled for October 20, 2008. A proposed name for the session is Vaughan Vision 2020: Our Emerging Future. An initial forum was organized in October 2007 to gather public feedback on the draft Vaughan Vision 2020 strategic plan. The forum on October 20th would focus on providing an overview of the completed plan as well as an update on successes to date in implementing the plan. As well a facilitated feedback session would then be held with meeting participants to gather feedback on the question “what are the key issues for the future?”

Business Community

Involving the business community in providing feedback on the Vaughan Vision 2020 is a critical part of the engagement process. A session with the Vaughan Chamber of Commerce was completed in March 2008 and further sessions with the development industry and other business groups will be scheduled. Further, members of the business community will be invited by letter to participate in the October 20th public engagement meeting.

Future Direction

The feedback gathered from the staff, public and business community meetings which will be held will be incorporated into the 2009 Council/SMT strategic planning workshop. By establishing a process to gather stakeholder feedback this will ensure that there is constant input on the plan not just during the formulation stages. This will enable the Vaughan Vision 2020 strategic plan to remain a ‘living’ document which has relevance to all stakeholders.

Measuring Strategic Successes

When a strategic vision, goals and objectives have been set it is important to be able to have a method of evaluating when success has been achieved. Therefore, the next phase in the strategic plan process is to establish a method of defining and measuring how we will know when the vision, goals and objectives have been achieved. For example the strategic vision articulates that Vaughan will be a ‘city of choice’. The question that needs to be answered is how is a “city of choice” defined and how would it be known when Vaughan has become a ‘city of choice’? One strategic goal in the plan is ‘service excellence’. The question to ask is how is it known when service excellence has been attained?

To facilitate this goal, two workshops have been scheduled with SMT for October and November 2008 to initiate work on developing a way to measure strategic successes. The draft framework will then be presented at 2009 Council/SMT Strategic Planning Workshop for discussion with the goal of establishing an evaluation framework for the Vaughan Vision 2020 in 2009.

Relationship to Vaughan Vision 2020

This report details the next steps in the strategic plan process to ensure the development of a ‘living’ strategic plan.

Regional Implications

N/A

Conclusion

It is appropriate and timely to discuss the next steps in the Vaughan Vision 2020 strategic plan process.

Attachment

1. Attachment 1. Strategic Plan Process Next Steps be received

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 2, StratPlan Report No. 4 – Page 3

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 3, Report No. 4, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on September 22, 2008.

3

STRATEGIC COMMUNICATIONS

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the City Manager, dated September 16, 2008:

Recommendation

The City Manager, recommends:

1. That this report be received for information.

Economic Impact

None.

Communications Plan

N/A

Purpose

The purpose of this report is to update the Strategic Planning Committee on the establishment of a working group, as approved at the June 23, 2008 committee meeting.

Background - Analysis and Options

At the Strategic Planning Committee meeting on June 23, 2008 the committee recommended that a working group be established to develop a strategic communications plan for the City and the working group report to the City Manager's office within one month.

The working group is composed of Regional Councillor Mario Ferri, Chair, Strategic Planning Committee; Councillors Tony Carella and Alan Shefman, City Manager Michael DeAngelis, and Director of Corporate Communications Madeline Zito. In July, 2008, the working group identified the need for a consultant specializing in strategic communications to develop a short and long term strategic communications plan. A report was tabled at the September 15, 2008 Committee of the Whole on this matter.

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.

Regional Implications

N/A

Conclusion

The working group on strategic communications and the staff committee are moving forward with their mandates and will provide updates to the Strategic Planning Committee at future meetings.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 3, StratPlan Report No. 4 – Page 2

Attachments

N/A

Report prepared by:

Thomas Plant, Senior Manager of Strategic Planning

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 22, 2008

Item 4, Report No. 4, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on September 22, 2008.

4

SUCSESSES REPORT, 2007-2008

The Strategic Planning Committee recommends:

- 1) That the City Manager direct appropriate staff to:
 - a) bring forward for approval by Council no later than October 31, 2008, the above captioned report; and**
 - b) ensure that the report is published / distributed to Vaughan households no later than November 30, 2008;****
- 2) That the chair of the committee responsible for the publication of this report provide introductory remarks (i.e., a “message”) within the body of the report, according to the attached format;**
- 3) That the attached format be employed in all future corporate publications when the publication is the fruit of the work of a specific committee; and**
- 4) That appropriate staff be featured in such publications.**

The foregoing matter was brought to the attention of the Committee by Councillor Carella.

Attachment: Format for corporate publications

(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.)