

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 23, 2009

Item 1, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on March 23, 2009.

1 CONFIRMATION/APPOINTMENT OF CHAIR AND VICE-CHAIR

The Strategic Planning Committee recommends:

- 1) That Regional Councillor Ferri be appointed Chair for the remainder of the term of Council;
 and**
- 2) That Regional Councillor Rosati be appointed Vice-Chair for the remainder of the term of
 Council.**

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Item 2, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on March 23, 2009.

2

2009 STRATEGIC PLAN PROCESS

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 March 2, 2009:

Recommendation

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

- 1) That Attachment 1- 2009 Strategic Planning Process Key Steps be received
- 2) That Attachment 2- 2009 Strategic Plan Communications Strategy be approved

Economic Impact

There is no economic impact

Communications Plan

Communications strategy is attached.

Purpose

To review the next steps in the Vaughan Vision 2020 strategic plan process for 2009.

Background - Analysis and Options

This report presents some of the key steps in the strategic planning process for 2009. These steps have also been presented in the Council Priorities Plan 2009 which was approved at the February 3, 2009 Council meeting. As can be seen in Attachment 1 the key steps include continuing meetings with community groups, staff, as well as refining the reporting of strategic successes and implementation of the plan. Below is a more detailed description of each step.

Community Consultation

A meeting with the Chamber of Commerce was held on January 27, 2009. The focus was to update the Chamber on key strategic initiatives which have been implemented to date and communicate those initiatives which are ongoing and will be implemented in 2009. Also, the members of the Chamber's Board of Directors were given an opportunity to provide feedback on the Vaughan Vision 2020 and what they see as some of the key issues in the future. Additional meetings with community groups such as the development industry, seniors, ratepayer associations and the youth cabinet will be organized this year as can be seen in Attachment 1.

A Vaughan Vision 2020 public input session is tentatively scheduled for October 2009. As per the previous meetings in 2007 and 2008 the forum would facilitate accountability and transparency by updating citizens on strategic initiatives which have been implemented during the year. Further, it would provide a facilitated feedback session whereby feedback would be gathered from participants in response to the question "what are the key issues for the future?"

The City will continue to work with Ipso-Reid to conduct a survey of city residents regarding their input on the delivery of City services, key issues impacting the community, tax rates and funding for infrastructure improvement. A survey of city residents is scheduled for February'09 and the results will be presented at the Council/SMT Symposium/Workshop in April 2009.

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Staff Consultation

Meetings were held with staff during the Fall/Winter'08 in all departments in order to review the Vaughan Vision 2020 plan. Further staff was asked to provide feedback on the plan by answering two questions regarding their contributions towards implementing the plan. The first question was what are we doing well? and the second question was what can we improve? The feedback to the first question consisted of staff feeling that they provide a high level of service to internal customers and the public, have good team work, are able to meet deadlines are knowledgeable and experienced, and have good technology to help them do their jobs.

In answer to the second question, how can we improve, staff mentioned that there is a need for greater accountability, more recognition for their work, improved communication internally and across departments, additional staff, more opportunities for training and professional development, and more meetings to provide input.

Current strategic plan initiatives such as the recent implementation of a recognition program, development of a succession plan, revising the internal communications strategy and reviewing the corporate learning approach to staff education, are being implemented which will address the issues raised by staff. Further, an opportunity will be provided to gather more input through future meetings on the Vaughan Vision 2020 in the fall of 2009. Obtaining staff feedback will help ensure the strategic plan remains a 'living' plan which will guide City staff in the decision making process.

Further, staff meetings will be organized in the Fall 2009 as part of an annual exercise to gather staff feedback on the Vaughan Vision 2020 and to identify potential roadblocks in the implementation of the plan.

Reporting Strategic Successes

The 'Celebrating our Successes: Vaughan at Work' 2007/8 annual report was sent to all households in December 2008. This document highlights the key strategic and operational successes over the past year and a new edition will be developed for distribution to all households by the end of June 2009. As well all City departments will complete their business plans along with their operating budgets in the fall of 2009. Future Strategic Planning Committee meetings will review the strategic and operational initiatives included in the departmental business plans.

Implementing the Plan

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. Thus, the next phase in the strategic plan process is to establish a way of defining and measuring how we will know when the vision, goals and objectives have been achieved. For example one of the strategic goals in the Vaughan Vision 2020 is 'service excellence'. A question to ask is how is it known when service excellence has been attained?

To facilitate this goal, workshops were scheduled with SMT in September and November '08. As well a joint SMT/Directors workshop was held in December 2008 to discuss establishing a strategic success indicator framework and to brainstorm ways to align it with departmental operations and ensure it is useful to measure successes. A facilitated session will be held as part of the Council/SMT symposium/workshop in April 2009 to obtain input in developing a balanced scorecard approach which will measure strategic success.

On April 1-2, 2009 the Council/SMT Symposium/Workshop will be held. This workshop will focus on providing information to participants on the recent municipal government trends and emerging issues at the federal and provincial government levels. Further, discussion will be facilitated on the strategic vision and values in order to clarify and deepen the understanding of these key strategic elements of the plan.

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Relationship to Vaughan Vision 2020/Strategic Plan

This report details the steps in the strategic plan process for 2009 to ensure the development of a 'living' Vaughan Vision 2020 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

Attachments

1. Attachment 1- 2009 Strategic Planning Process Key Steps
2. Attachment 2- 2009 Strategic Plan Communications Strategy

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 3, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on March 23, 2009.

3 2009 COUNCIL/SMT SYMPOSIUM/WORKSHOP PROPOSED AGENDA

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 March 2, 2009, be approved; and
- 2) That under section 239, sub-section 3.1, of the *Municipal Act*, Council resolve into closed session at the 2009 COUNCIL/SMT SYMPOSIUM/WORKSHOP, scheduled to be held on April 1 and April 2, 2009, at the Hockley Valley Conference Centre, for the purpose of conducting education and training.

Recommendation

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

- 1) That the 2009 Council/SMT Symposium/Workshop Proposed Agenda be approved

Economic Impact

Funds are already included in the 2009 operating budget.

Communications Plan

A news release will be issued by the Corporate Communications department a week before the April 1-2 2009 symposium/workshop.

Purpose

To set out the proposed agenda for the symposium/workshop.

Background - Analysis and Options

The 2009 Council/SMT symposium/workshop is scheduled for April 1-2, 2009 at the Hockley Valley Resort. The symposium/workshop is an education and training session for members of council and senior management and as such is authorized under s 239(3.1) of the Municipal Act, 2001, as amended. Preparatory planning for the symposium/workshop is important in order to develop the agenda, book speakers and prepare materials for the meeting. As can be seen in the proposed agenda below there are a number of activities planned for the workshop including guest speakers on workplace satisfaction and communication, trends and emerging issues, and organizational values and vision. As well there will be a number of roundtable discussions on how to build a foundation to work towards being a 'City of Choice'.

**Council-SMT Strategic Planning Symposium/Workshop Proposed Agenda
April 1-2, 2009**

Workshop Objective: The objectives of the symposium/workshop include the following:

- a) Explore the VV 2020 strategic vision and values to align with organizational performance
- b) To learn how to measure success for the key priorities, milestones, and initiatives

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- c) Consider the latest information on trends and opportunities that impact City governance

Workshop Speakers

There will be a couple of speakers who will lead the symposium/workshop on a variety of topics including the following:

- *Leading with passion and perspective.* This presentation will focus on the importance of workplace satisfaction and communication and how each member of the management team contributes to the overall success of the Corporation
- *Aligning the organization's values and strategic vision with organizational performance.* The focus of this presentation is to discuss the values which are in the Vaughan Vision 2020 in greater depth in order to have a greater understanding of what they mean. Further, there will be discussion on the strategic vision and on available tools to ensure Vaughan is a 'City of Choice'
- *Municipal Governance, Trends, Opportunities and Challenges, an International Perspective.* This presentation will inform workshop participants on the key issues impacting municipalities now and in the future. It will take an international perspective as well as shed light on the federal and provincial initiatives which will influence the municipal decision making process
- *Presentation on survey results regarding "Municipal Quality of Life and Financial Planning Survey".* The City has been working with Ipso-Reid to conduct survey's of Vaughan residents on a variety of issues from service delivery to taxes, and key citizen issues

Workshop Round Table Discussions

- Vaughan Vision 2020 Values
 - Develop a common understanding of the organizational values in the Vaughan Vision 2020
- Vaughan Vision 2020 Strategic Vision
 - Discuss the strategic vision to gain insights into how to position a city to be a 'City of Choice'
- Council Action Priorities and Vaughan Vision 2020
 - Hear how the Council Action Priorities are aligned with the Vaughan Vision 2020 strategic initiatives in order to ensure continuity with the plan and a shared vision
- Vaughan Vision 2020 Key Success Indicators
 - Learn about how key success indicators which will help to communicate when strategic goals and objectives have been met

Relationship to Vaughan Vision 2020/Strategic Plan

The annual Council/SMT symposium/workshop is an educational opportunity to receive and consider the latest information on a variety of municipal management issues.

Regional Implications

N/A

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Conclusion

It is appropriate and timely to review the 2009 Council/SMT Workshop proposed agenda.

Attachments

N/A

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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Item 4, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on March 23, 2009.

4 VAUGHAN VISION 2020 ALIGNMENT WITH COUNCIL PRIORITIES PLAN 2009

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 March 2, 2009:

Recommendation

The City Manager and the Senior Manager of Strategic Planning recommends:

1. That Attachment 1 – Vaughan Vision 2020 alignment with the Council Priorities Plan 2009 be received
2. That Attachment 2 - Council Priorities Plan 2009 Quarterly Report Template be approved

Economic Impact

N/A

Communications Plan

N/A

Purpose

The Vaughan Vision 2020 alignment with the Council Priorities Plan 2009 is being presented for discussion and the Council Priorities Plan 2009 Quarterly Report Template is being presented for approval.

Background - Analysis and Options

The Council Priorities Plan 2009 was approved by Council at its meeting on February 3, 2009. At this meeting Council also approved that the Council Priorities Plan be referred to the offsite workshop of April 1 and 2, 2009. The Vaughan Vision 2020 strategic plan was approved at the Council meeting on December 10, 2007. This report will detail the alignment between the Vaughan Vision 2020 and the Council Priorities Plan 2009. This will ensure that the two are aligned and that the Council priorities are consistent with the Vaughan Vision 2020 strategic plan.

As can be seen in Attachment 1 eight of the eleven Council priorities are listed as strategic initiatives in the Vaughan Vision 2020. The other three Council priorities are not listed as strategic initiatives in the strategic plan; however they are either aligned to the strategic goals and objectives as set forth in the Vaughan Vision 2020 or are an operational initiative. In particular, this includes Council priorities number 4 “Address operational issues throughout our organization by mandated department audits based on continuous improvement principles”, number 7 “Finalize and publish the recommendations of the Task Force on Democratic Participation & Renewal to increase voter turnout in the next municipal election” and number 10 “Move forward on all matters of integrity and transparency including putting in place a new code of Ethical Conduct for Councillors and hiring a new Integrity Commissioner”.

As per the Council decision to refer the Priorities Plan to the 2009 Council/SMT Symposium/Workshop for further discussion, after the workshop the Council Priorities Plan will be aligned with the Vaughan Vision 2020 converged into one document and tabled at the May 2009 Strategic Planning Committee meeting.

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As can be seen in Attachment 2, some examples have been completed of the Council Priorities Plan Quarterly Report Template for initiatives number three, five, and ten. It is recommended that each of the initiatives in the Action Plan have a corresponding quarterly report template filled out to report progress on their implementation. These templates will be completed quarterly and tabled at a future Council meeting.

Relationship to Vaughan Vision 2020/Strategic Plan

The Vaughan Vision 2020 includes all strategic initiatives listed in the Corporation's strategic plan.

Regional Implications

N/A

Conclusion

The Vaughan Vision 2020 alignment with the Council Priorities Plan 2009 is being tabled at the Strategic Planning Committee for review and discussion. Further, it is recommended that the Council Priorities Plan Quarterly Report Template be approved.

Attachments

1. Attachment 1 - Vaughan Vision 2020 alignment with the Council Priorities Plan 2009
2. Attachment 2 – Council Priorities Plan Quarterly Report Template

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 5, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on March 23, 2009.

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2008 CELEBRATING OUR SUCCESSES REPORT

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the Director of Corporate Communications and the Senior Manager of Strategic Planning, dated March 2, 2009:

Recommendation

The Director of Corporate Communications and the Senior Manager of Strategic Planning in consultation with the Senior Management Team recommends:

- 1) That Attachment 1- the 2008 Celebrating our Successes Report Communications Strategy be approved

Economic Impact

Funds have been included in the 2009 operating budget

Communications Plan

Outlined in Attachment 1 2008 Celebrating our Successes Report Communications Strategy

Purpose

To approve the timeline for the development of the 2008 Celebrating our Success Report.

Background - Analysis and Options

The 2007/8 annual successes report "Celebrating our Successes: Vaughan at Work" was completed and distributed to all City of Vaughan households in December 2008. This was a hybrid report in that it covered two years of successes since the last report was issued in September 2006. Going forward it is important to establish a process whereby the report is issued at a set time and communicates the successes over the past year. Thus, the report recommended for publication in June 2009 will cover the key successes for 2008.

In preparation for the production of the 2008 successes report a timeline has been established which outlines the major stages in the development of the report. As can be seen below the first draft of the report will be completed in early April '09. Following Council and senior management review a final draft will be completed at the end of May '09 followed by circulation of the report to all households by Canada Post by the end of June '09. As well the 2008 report will use the same design format as the recently released 2007/8 report. Further, in Attachment 1 a more detailed production schedule for the report is presented as well as other steps in the communications process.

2008 Celebrating Our Successes Report Timeline

Early April 2009

Development of draft successes report for Council and senior management review

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End of May 2009

Final draft of Successes report approved for printing production.

End of June 2009

Circulation of Successes report to all City households

Relationship to Vaughan Vision 2020/Strategic Plan

The annual Successes report is a report to the community on the key strategic and operational successes over the past year.

Regional Implications

N/A

Conclusion

It is recommended that the timeline and Communications Strategy for the 2008 Celebrating our Successes report be approved.

Attachments

Attachment 1- the 2008 Celebrating our Successes Report Communications Strategy

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

Ted Hallas
Manager of Corporate Communications

(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 6, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on March 23, 2009.



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STRATEGIC COMMUNICATIONS UPDATE

The Strategic Planning Committee recommends:

- 1) That to maintain consistency with the Council approved format for City publications, all future media releases will follow the same format and first include a quote from the appropriate Committee Chair, followed by a quote from the Mayor, and where there is no specific Committee addressing the topic, the Mayor will be quoted, followed by the City Manager; and**
- 2) That the verbal report of the Director of Corporate Communications, be received.**