EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 18, 2010

Item 1, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on May 18, 2010.

1   **MARCH 2010 CITIZEN SURVEY**

The Strategic Planning Committee recommends:

1)   That the recommendation contained in the following report of the Director of Corporate Communications and the Senior Manager of Strategic Planning, dated May 10, 2010, be approved;

2)   That Corporate Communications prepare and report on a plan for collecting email addresses of residents of Vaughan in a manner consistent with relevant privacy legislation, and solely for purposes of sending information from the City of Vaughan and/or its elected officials; and

3)   That the presentation material entitled, "City of Vaughan Citizen Survey", submitted by Mr. Robert Hutton, Pollara Strategic Insights, be received.

Recommendation

The Director of Corporate Communications and the Senior Manager of Strategic Planning, in consultation with the City Manager recommend:

1.   That the presentation from Robert Hutton, Pollara Strategic Insights be received; and

2.   That Attachment 1, a strategy to communicate the results of the Citizen Survey and the use of focus groups to gather further specific information in key issues facing the City be approved.

Contribution to Sustainability

The citizen survey provides information on issues of concern to citizens which include topics related to sustainability.

Economic Impact

Funds were included in the 2010 operating budget to conduct the survey.

Communications Plan

A communication strategy will support the publication of the survey results.

Purpose

This report presents the results of the 2010 Citizen Survey and the next steps in the process for utilizing the information in the decision-making process (i.e. focus groups).

Background - Analysis and Options

In 2007 and 2009, an Ipsos-Reid Quality of Life and Financial Planning survey was administered in the City of Vaughan. Questions were formulated to determine the most important issues facing the community, the quality of life in Vaughan, satisfaction with service delivery, value for tax dollars, and information requirements.

A competitive tendering process was held and Pollara Strategic Insights was awarded the bid for the 2010 Citizen Survey. This survey was administered in March 2010 and based on the previous Ipsos-Reid surveys, with additional questions including what information residents would like the City to communicate to them, and asking residents to rate the degree of importance and their level of satisfaction with City services.

Attachment 1 presents the key findings from the 2010 Citizen Survey. It concludes:

- 90% of residents are satisfied with the quality of life in Vaughan
- Divided in opinion regarding maintaining service levels through property tax increases and user fees or cutting service
- 79% of residents satisfied with the City of Vaughan services
- 69% of residents satisfied the City is building the City of Vaughan in the right way
- 58% feel there is a need for more effective communications

Next Steps
Building on this survey (i.e. focus groups) will facilitate the City gathering additional information and feedback on issues and service provision to citizens. The recommended next steps are two-fold:

1. To conduct a series of three focus groups--two with citizens and one with the business community--to gather more in-depth information on some of the key survey questions. These focus groups would be conducted in early 2011 through a collaborative approach with appropriate City departments.

2. Complete another citizen survey in 2011 building on the 2010 survey and the focus groups.

The proposed survey would be strategic in focus, asking questions to determine the level of citizen satisfaction of City services and the value they place on the services. It would also ask what are the key strategic issues facing the municipality which would inform the process to revise the Vaughan Vision 2020 with the new term of Council. The survey could be conducted on-line and the respondents would be asked to provide their e-mail addresses so that a virtual town hall of representative citizens could be created. This group can then be polled through online surveys on an ongoing basis by City departments.

Relationship to Vaughan Vision 2020/Strategic Plan

The citizen survey provides feedback on the City's implementation of the Vaughan Vision 2020 strategic plan.

Regional Implications

Any regional implications will be identified in the survey results

Conclusion

The 2010 Citizen Survey provides citizen feedback on key issues and services. There is an opportunity to implement other methods of gathering citizen information such as focus groups and an online citizen Town Hall platform. Proceeding with these options will provide quality information which can be used in the strategic decision-making process.

Attachments

Attachment 1 – A Strategy to Communicate the Citizen Survey results.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 18, 2010

Item 1, StratPlan Report No. 3 – Page 3

    Report prepared by:

    Thomas Plant MBA, MPA
    Senior Manager of Strategic Planning

    Ted Hallas
    Manager Corporate Communications

    Madeline Zito
    Director 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.)

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 18, 2010

Item 2, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on May 18, 2010.

2   **SOCIAL MEDIA UPDATE**

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the Social Media Working Committee, dated May 10, 2010:

Recommendation

That the Social Media Working Committee, in consultation with the City Manager recommends:

1. That Council approve a phased-in approach to utilizing social media as described in this report

Contribution to Sustainability

Social media applications will facilitate the use of alternative communications vehicles which will contribute to sustainability by supporting ongoing community engagement.

Economic Impact

N/A
Communications Plan

Communication strategies will be developed by respective departments as they rollout social media applications.

Purpose

This report is being presented for approval of the phased-in approach to social media rollout in the Corporation.

Background - Analysis and Options

Council approved a report November 24, 2009 on "Enhancing Public Engagement and Electronic Communication through the use of Social Media." One of the recommendations was to establish a staff working committee to evaluate appropriate opportunities for using social media, and create a strategic direction as required to guide social media implementation in the Corporation. The Director of Corporate Communications and the Senior Manager of Strategic Planning Co-Chair the Committee. Key City departments are represented on the committee including Corporate Communications, Information and Technology Management, City Clerks, Recreation and Culture, Public Works, Economic Development and Access Vaughan. The Committee has held three meetings to discuss the key goals, objectives and required guidelines for consideration in the use and possible implementation of social media across the organization.

Understanding Social Media
Social media can be defined as primarily internet and mobile-based tools which are used for sharing and discussing information among users. These online technologies and practices allow people to share opinions, insights, experiences, and perspectives with each other. A characteristic of all social media is User-Generated Content (UGC) which allows users to post their own information. A sample of tools currently available include: Facebook, Twitter, Linked-in, YouTube, Flickr, Wiki's, blogs, online survey's and discussion boards.

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 18, 2010

Item 2, StratPlan Report No. 3 – Page 2

The following are social media strategic objectives identified by the staff committee:

1. Public engagement
2. Communicating to stakeholders beyond Vaughan borders to promote initiatives such as tourism etc.,
3. Internal communications
4. External communications
5. Education and informing all relevant stakeholders
6. Promoting and marketing the City and its initiatives
7. Communication to the business community

To meet these objectives, consideration should be given to matching the appropriate social media application with the issue at hand and in the roll-out strategies.

Pros and Cons of Social Media

The Committee contacted a number of regions and municipalities currently using social media to review best practices and to gain a better understanding of how social media is being utilized. The Region of Waterloo has effectively launched a social media campaign using Facebook to reach and engage rapid transit users. The Region selected youth as their target market and determined that popular social media vehicles could be used to reach youth to communicate transit initiatives.

They now promote events such as open houses, public consultations and council meetings on the Facebook site. They also offer the opportunity for those who cannot attend these events to fill out an online comment sheet. Users can access documents pertaining to rapid transit initiatives and local newspaper articles on the site.

Social media can be useful in communicating outbound information messages on City accomplishments or events. However, staff resources must be in place to manage content posted on the sites. In some cases uncontrolled social media has caused an increased *polarization* of political discussion and values, rather than aiding in bringing people together.

There is often an expectation when using social media tools that there will be an immediate response provided to an enquiry or question. This raises issues concerning having resources in place to be able to respond in a timely manner. Also, processes must be put in place to ensure that any responses which are provided are appropriate and properly represent the City.

Social media can be used as a tactical outreach and engagement vehicle. The City's new website Vaughan Online (VOL) will offer many new applications such as online chat rooms, group forums, online surveys, blogs, podcasts and live streaming video. These can be used to drive the message for projects including Vaughan Vision 2020, Vaughan Tomorrow, Green Directions and the Budget process and provide a forum for feedback and input.

The Corporation can also utilize Twitter, Facebook, and email to disseminate information to promote City events which could be made available through the VOL website where applicable. It would be an efficient and effective way to engage, garner feedback, and mobilize public opinion.

Overall, the goal initially is to use 'social media' type applications for outbound information purposes only while gathering qualitative strategic information through creative methods such as online surveys and group forums. It is recommended that all social media applications be administered through the VOL system.

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 18, 2010

Item 2, StratPlan Report No. 3 – Page 3

Next Steps

The Committee has identified three phases for the implementation of social media:

1. An information tool to promote time-specific events, programs and services;

2. A tactical tool for mobilizing public engagement and feedback regarding City projects and initiatives; and

3. To create a Virtual Town Hall, by incorporating social media software packages.

Each phase is discussed in greater detail below:

Phase 1: Social media as an information tool

Social media can be used for outbound messaging in order to promote upcoming corporate events (e.g. Winterfest) or to advertise programs and services offered by City departments and groups (e.g. registration for recreation programs). At this level, social media would be used strictly for one-way communication purposes only, with little or no opportunity for public feedback or discussion. It is recommended this phase be implemented upon approval.

Phase 2: Social media and public engagement

In addition to providing information about corporate events and services, various social media sites may be used to mobilize and engage residents in open discussions about City-wide projects and initiatives. However, providing such a platform would require daily management and monitoring regarding user-generated content posted to the City's social media sites. This would require additional resources to managing the sites. Corporate policies would need to be developed to ensure consistency across the Corporation. It is recommended this phase be considered for implementation after assessing and getting feedback from phase 1.

Phase 3: Social media and a Virtual Town Hall

There is also an opportunity to incorporate social media technologies into the City's main website VOL. Such mechanisms may include online chat rooms, group forums, online surveys, blogs, podcasts and live streaming video that allow for public discussion, feedback and comments regarding City projects and initiatives. Incorporating these mechanisms into a single source on the City's website would still require a sufficient amount of staff monitoring to ensure any content posted is consistent with City policies. In addition, a marketing program will be required to promote the programs. It is recommended this phase be considered for implementation after the VOL internet site has been established in 2011.

Recommended Approach

It is recommended that the first phase for the use of social media as an information tool be implemented upon approval. City departments interested in testing various social media tools include:

> ➢ the City Clerk's Office using Twitter to disseminate information on the 2010 election and announcements pertaining to Council and Committee information (i.e. meeting rescheduling, addenda, public notices),
> ➢ Emergency Planning using Twitter for emergency preparedness, and
> ➢ Corporate Communications using Facebook to promote City events.

Relationship to Vaughan Vision 2020/Strategic Plan

This report is linked with strategic initiative "Ensure citizen-focused communication initiatives: establish and implement a more effective model for civic engagement and enhance our public consultation strategy."

Regional Implications

Staff will monitor social media trends occurring throughout York Region.

Conclusion

New technologies can be used to improve civic engagement and public communication. Implemented in the most effective manner, social media can be a useful tool for outbound messaging to support City departments including Clerks, Corporate Communications, Recreation and Culture, etc. As the VOL website is implemented, public forums for the Budget, Vaughan Tomorrow and Vaughan Vision 2020 can be considered by using new tools which offer the opportunity for a creative public engagement approach.

Attachments

N/A

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

Ted Hallas
Manager Corporate Communications

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 18, 2010

Item 3, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on May 18, 2010.

3   VAUGHAN VISION 2020 STRATEGIC INITIATIVES LIST AND MILESTONES

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the Senior Manager of Strategic Planning, dated May 10, 2010:

Recommendation

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

1. That Attachment 1 – Vaughan Vision 2020 Strategic Initiatives List be received
2. That Attachment 2 – Vaughan Vision 2020 Strategic Initiatives Milestones be received

Contribution to Sustainability

The individual strategic initiatives will address any contribution to sustainability.

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 May 25, 2010.

Purpose

To provide an update with respect to the Vaughan Vision 2020 Strategic Initiatives List and Milestones as at the second quarter of 2010.

Background - Analysis and Options

The Vaughan Vision 2020 Strategic Initiatives List was last reviewed at the January 19th 2010 Strategic Planning Committee meeting. The goal is to provide a copy of the list and milestones bi-annually in order to provide updated status information to Council. 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 May 10th Strategic Planning Committee for review.

As can be seen in Attachment 1 the Vaughan Vision 2020 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.

The implementation of the initiatives for 2008-2010 is proceeding with 14 initiatives or 45% of the total initiatives for 2008-2010 having been completed at the end of Q4/09. There are an additional six initiatives due for completion in Q2/10 which if completed on schedule will bring the completed total to 65% of all initiatives for 2008-2010. However there are some initiatives which are behind schedule and their expected completion date as well as the rationale for the delay is noted in the Attachment 1.

Item 3, StratPlan Report No. 3 – Page 2

In formulating the strategic initiative list the following criteria was utilized 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, the initiatives were prioritized 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. The strategic initiative milestones will 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/Strategic Plan

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

Regional Implications

The individual strategic initiatives will address any regional implications.

Conclusion

The Vaughan Vision 2020 Strategic Initiatives list and milestones are being tabled at the Strategic Planning Committee for receipt.

Attachments

1. Attachment 1 - Vaughan Vision 2020 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.)

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 18, 2010

Item 4, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on May 18, 2010.

4   **2010 COUNCIL/SMT SYMPOSIUM/WORKSHOP HIGHLIGHTS**

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 May 10, 2010:

Recommendation

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

1) That the report be received for information.

Contribution to Sustainability

The Vaughan Vision 2020 strategic plan contains a number of strategic goals, objectives and initiatives which contribute to sustainability. The information shared with Members of Council at the 2010 Council/SMT Workshop supports future recommendations and decisions on matters relating to effective governance.

Economic Impact

Funds have been included in the 2010 operating budget

Communications Plan

N/A

Purpose

To report back on the 2010 Council/SMT Symposium/Workshop held on April 15, 2010

Background - Analysis and Options

The structures and processes of the City are evolving to meet the service demands of its rapidly growing population. It is of critical importance that the City's governance model, which includes the roles and responsibilities of Members of Council, senior staff, and the Council / Committee structure itself, are appropriate to meet these demands. In order to become better informed on the issues and many facets of governance Council and senior management participated in a Symposium/Workshop on April 15, 2010. The workshop provided an educational opportunity for Members of Council and senior management to hear from a facilitator with experience in municipal governance. Together participants explored the complexities and issues surrounding municipal governance.

The objectives of the symposium/workshop included the following:

    a) Become informed on municipal governance and benchmarking;
    b) Discuss how guiding principles impact committee structure; and
    c) Consider the latest information on different governance models

Item 4, StratPlan Report No. 3 – Page 2

Workshop Speaker
The workshop speaker and facilitator was George Cuff who has a Canada-wide reputation amongst municipalities as an advisor, consultant, and author on the topics of governance and developing effective operations with 30+ years of experience. Mr. Cuff presented on the topic of "Managing the Governance Boundary" which included the role of Mayor, Councillors and Administration, Council and the Administration's expectations of each other, sources of governance boundary issues and key principles of governance.

Workshop Round Table Discussions
Throughout the day, a number of roundtable group discussions were held to gain a better understanding of governance concepts and their application in the municipal government environment. They included:

- *Understanding the Difference Between Governance and   Management in a Large Municipality*
This topic focused on establishing guiding principles to guide effective governance.

- *Governance Roles Mayor/Acting/Deputy Mayor/Elected Officials*

This topic focused on receiving information on the different governance models on a deputy or acting mayor position.

As directed at the Committee of the Whole (Working Session) on December 7, 2009 following this workshop a report will be provided by the Commissioner of Legal and Administrative Services to a future Audit and Operational Review Committee meeting providing analysis and alternatives on governance models.

Relationship to Vaughan Vision 2020/Strategic Plan

The Council/SMT Symposium/Workshop is an education and training session 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 2010 Council/SMT Symposium/Workshop highlights.

Attachments

N/A

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.)