

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 3, 2011

Item 1, Report No. 4, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on May 3, 2011.

#### **1 VAUGHAN VISION 2020 UPDATED STRATEGIC INITIATIVES LIST AND MILESTONES**

The Priorities and Key Initiatives Committee recommends approval of the recommendation contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated April 11, 2011:

##### **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 Updated Strategic Initiatives List be received
2. That Attachment 2 – Vaughan Vision 2020 Updated 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 updated Vaughan Vision 2020 Strategic Initiatives List will be posted to the City's website upon approval by Council.

##### **Purpose**

To provide an update with respect to the Vaughan Vision 2020 Strategic Initiatives List and Milestones as at the first quarter of 2011.

##### **Background - Analysis and Options**

The Vaughan Vision 2020 Strategic Initiatives List was last approved by Council at its May 18, 2010 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 March 21st Priorities and Key Initiatives 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: 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 'milestones achieved' meaning the initiative has been completed or is currently being implemented.

To date twenty two (22) out of forty nine (49) strategic initiatives have been or are in the process of being implemented. 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.

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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 are planned to 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.

In 2010 the Vaughan Vision 2020 strategic plan will be reviewed and any new initiatives which are added will be identified in the next update.

#### **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 Updated Vaughan Vision 2020 Strategic Initiatives list and milestones are being tabled at Priorities and Key Initiatives Committee for receipt.

#### **Attachments**

1. Attachment 1 - Vaughan Vision 2020 Updated Strategic Initiatives List
2. Attachment 2 – Vaughan Vision 2020 Updated 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 MAY 3, 2011**

Item 2, Report No. 4, of the Priorities and Key Initiatives Committee, which was adopted, as amended, by the Council of the City of Vaughan on May 3, 2011, as follows:

***By receiving Communication C3 from the Director of Corporate Communications, dated April 26, 2011.***

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**COUNCIL PRIORITIES DISCUSSION**

The Priorities and Key Initiatives Committee recommends approval of the recommendation contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated April 11, 2011:

**Recommendation**

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

1. That this report be received and that the priorities identified in Attachment 1 that are not currently identified in the City's strategic plan be reviewed as part of the Visioning/Corporate Planning stage to be completed in May/June 2011.

**Contribution to Sustainability**

Each individual strategic initiative will address its contribution to sustainability as they come forward.

**Economic Impact**

N/A

**Communications Plan**

A communication plan for each specific strategic initiative will be considered at the appropriate time.

**Purpose**

During the Council orientation, Members of Council shared some of their priorities for this term of Council. The purpose of this report is to see how these goals and objectives align with the City's current Strategic Plan and initiatives and identify any gaps.

**Background - Analysis and Options**

On December 8, 2010 Council attended an orientation session where their priorities/goals and objectives for this term of office were discussed. The City has a strategic plan entitled Vaughan Vision 2020 which was created in 2007. For the City's resources and energy to be focused, it is important that all strategic priorities be endorsed by Council and be articulated in one document. To assist in this process, the goals and objectives expressed by Members of Council has been first categorized as being operational or strategic. For those that are strategic in nature, the current Strategic Plan was reviewed to determine if it was already covered in the Plan.

As shown in Attachment 1 the initiatives have been summarized into themes which encompass the various initiatives identified. To properly summarize each initiative a series of questions has been posed including; is it operational, is it strategic, and if strategic, is it in the current plan? Also, a comments section is included which references the specific initiative in the plan.

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The following criteria was applied to determine if an initiative is strategic:

- Currently in the plan
- Major cost implications, both short and long term
- Significant community impact citywide
- Intergovernmental or interdepartmental impact

An initiative was considered operational if it was smaller in scope, within the specific mandate of the department or had a local impact in the community.

There were three (3) themes which were not specifically captured in the current Vaughan Vision 2020 strategic plan. These include the following;

#### ***Changing the City's Image***

- Improve communicating City successes
- Develop a public relations/promotion approach for the City

#### ***Ensure a High Performing Organization***

- Establish an efficiency and effectiveness review
- Develop an integrated planning model with the strategic plan, council priorities, and master plans
- Review/facilitate the development of an internal suggestion program

#### ***Promote Arts and Culture***

- Review the feasibility of building a Performing Arts Cultural Centre

The Strategic Plan should drive the budgeting and resource allocation process. The 2011 budget process which has just been completed was developed based on the City's approved Strategic Plan. Any amendment to the Plan should be made in sufficient time to drive the 2012 budget and resource allocation process.

Over the past several months, staff have been reviewing the existing corporate planning process with the objective of better integrating strategic planning, budgeting, and communication. A revised process beginning with the 2012 planning cycle is presented later in today's agenda. It is recommended that any initiatives which are being considered to be incorporated into the strategic plan be reviewed as part of the Corporate visioning/planning process which will be completed in May/June 2011.

#### **Relationship to Vaughan Vision 2020/Strategic Plan**

The Council initiatives which are strategic have been aligned with the Vaughan Vision 2020 strategic plan.

#### **Regional Implications**

The individual strategic initiatives will address any regional implications.

#### **Conclusion**

The Council initiatives list is being tabled at the Priorities and Key Initiatives Committee for discussion.

#### **Attachments**

3. Attachment 1 - Council Initiatives List

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**Report prepared by:**

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Senior Manager of Strategic Planning

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## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 3, 2011

Item 3, Report No. 4, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on May 3, 2011.

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### CORPORATE PLANNING CYCLE

The Priorities and Key Initiatives Committee recommends approval of the recommendation contained in the following report of the City Manager, dated April 11, 2011:

#### Recommendation

The City Manager in consultation with the Senior Management Team, Chief Information Officer, Director Budget and Financial Planning and Senior Manager of Strategic Planning recommends:

1. That Attachment 1 –Corporate Planning Cycle be approved

#### Contribution to Sustainability

A fully integrated Corporate Planning Cycle as presented in this report will enhance planning, decision making and communication within the Corporation.

#### Economic Impact

N/A

#### Communications Plan

Communication plans for initiatives involving the strategic plan and operating budget will be considered at the appropriate time.

#### Purpose

To present a Corporate Planning Cycle which will result in a more holistic and integrated approach to strategic planning, resource allocation and communication.

#### Background - Analysis and Options

Resources are scarce and high performing organizations in the public sector must take a holistic and integrated approach to corporate planning which focuses on an alignment between the strategic plan, operating plans resource decisions, and communicating the plan. The advantages of implementing this model is it ensures an achievable strategic plan which factors in the resource impact of key initiatives. Conversely the operating budget process through alignment with the strategic plan facilitates resource planning guided by the municipalities vision and strategic goals which have been established. This is especially important when the budget has a multi-year focus where strategic initiatives and resources are planned over several budget cycles.

Over the past several months staff have been discussing the components of an integrated model and the product of this work is contained in this report. As can be seen in Attachment 1 the Corporate Planning Cycle is divided into four phases:

- Phase 1: Visioning from January-March
- Phase 2: Aligning from April-June
- Phase 3: Planning from July-September
- Phase 4: Initiating from October-December

All phases are interdependent and together create a holistic approach.

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##### Visioning Phase

The Visioning phase focuses on reviewing the key issues impacting the municipality through the completion of a SWOT exercise. This information is a key input into the setting and validating of strategic themes which will guide the corporate planning process. Once Senior Management Team and Directors have identified the strategic opportunities and strategic themes a report will be tabled at the Priorities and Key Initiatives committee for input from Council. Key participants in this stage includes Council, Senior Management Team, Directors and the public.

##### Aligning Phase

The Aligning phase involves developing and prioritizing key initiatives which are aligned with the strategic themes/direction set in the visioning phase. These initiatives will be scoped out to determine who is the initiative champion, what are the critical success factors, and identifying risks associated with implementation. The initiative lead is then responsible for developing a fully costed out and comprehensive business case which will be evaluated in the next phase Planning. Key participants includes a think tank of the senior management team and directors.

##### Planning Phase

The Planning phase involves Commissioners and Directors preparing their budget and business plan submissions. The key strategic initiatives identified in the aligning phase will have a comprehensive business case presented by the initiative champion which will be discussed and evaluated during the budget review process.

##### Initiating Phase

The final Initiating phase involves a cross functional Directors team evaluating additional resource request (ARR) submissions and prioritizing them aligned with the strategic direction set in an earlier stage in the process. The Senior Management Team will finalize an operating budget which will be tabled at the Finance and Administration Committee and Council for approval. When the budget has been approved work will begin on the approved strategic initiatives. Progress reports on initiative implementation will be provided to the Priorities and Key Initiatives committee bi-annually.

It is to be noted that the model presented in attachment 1 is the 'ideal' model and its success will be realized over time as the City goes through various iterations of the cycle. For the initial start up in 2011 for 2012 planning, it is assumed that the first and second phases will be compressed due to the timing of the introduction of the process. However, all phases are planned to be implemented and then refined over time. A Corporate Visioning/Planning report outlining the strategic themes and key initiatives is planned to be presented to the June 13, 2011 Priorities and Key Initiatives Committee.

##### **Relationship to Vaughan Vision 2020/Strategic Plan**

The Corporate Planning Cycle includes the Vaughan Vision 2020 strategic planning process in a holistic integrated model.

##### **Regional Implications**

Any regional implications will be identified with the individual strategic initiatives.

##### **Conclusion**

The Corporate Planning Cycle is being tabled at the Priorities and Key Initiatives Committee for discussion and approval. Better integrating the various elements of corporate planning will assist in decision making, resource allocation and focus the organization.

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**Attachments**

1. Attachment 1 - Corporate Planning Cycle

**Report prepared by:**

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