

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 25, 2007

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 25, 2007.

**1 VAUGHAN VISION 2020 CORPORATE STRATEGIC MAP AND STRATEGIC INITIATIVES LIST**

The Strategic Planning Committee recommends:

- 1) That Clauses 1, 3 and 4 contained in the following recommendation of the City Manager, dated June 19, 2007, be approved;
- 2) That Clause 2 be approved subject to the following changes on Attachment 2 – Draft Vaughan Vision 2020 Strategic Goals and Objectives Description:
  - A-1 *Pursue Excellence in Service Delivery* – To deliver the highest quality of services to all City stakeholders, i.e. staff and citizens;
  - A-4 *Preserve our Heritage and Support Diversity, Arts & Culture* – To preserve and protect Vaughan’s heritage, arts, culture and diversity;
  - B-2 *Attract, Retain and Promote Skilled Staff* – To be an employer of choice, providing the necessary resources to maintain a workforce capable of supporting the Vaughan vision and mission;
  - C-1 *Demonstrate Leadership and Promote Effective Governance* – To advocate and influence policies and programs at all levels of government, promoting accountability, civic engagement and transparency;
  - C-2 *Enhance Productivity, Cost Effectiveness and Innovation* – To develop and implement innovative solutions and technological infrastructure, providing enhanced productivity and operational efficiency;
  - C-3 *Maintain Assets and Infrastructure Integrity* – To optimize existing infrastructure through sound asset management;
  - C-4 *Ensure Financial Sustainability* – To ensure the future financial stability of the City, through the development and implementation of sound financial policies, plans and long-range strategies; and
  - C-5 *Plan & Manage Growth and Economic Vitality* – To control and manage the development of the City by establishing a growth planning strategy, attracting and retaining investment, stimulating entrepreneurship and enhancing the branding and marketing of the City;
- 3) That the following Vision Statement be approved:

A City of choice that promotes diversity, innovation and opportunity for all citizens while fostering a vibrant community life that is inclusive, progressive and environmentally sustainable.
- 4) That the following Mission Statement be approved:

Citizens first through service excellence.

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5) That the following Vaughan Vision 2020 Values be approved:

**Accountability**  
**Fairness**  
**Inclusivity**  
**Creativity**  
**Integrity**  
**Leadership**  
**Respect**  
**Transparency**

#### Recommendation

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

1. That Attachment 1 – Draft Vaughan Vision 2020 Strategic Corporate Map be approved
2. That Attachment 2 – Draft Vaughan Vision 2020 Strategic Goals and Objectives Description be approved
3. That Attachment 3 – Draft Vaughan Vision 2020 Strategic Initiatives List be approved
4. That Attachment 4 – Draft Vaughan Vision 2020 Other Initiatives List be approved
5. That Attachment 5 – Draft Vaughan Vision 2020 Vision Statement, Mission Statement and Values be received

#### Economic Impact

There is no economic impact

#### Communications Plan

There is no communication plan required

#### Purpose

At the Council/SMT Strategic Planning Workshop on May 15-16, 2007 a discussion was held focused on the identification and prioritization of strategic initiatives which would compose the Vaughan Vision 2020 strategic plan. It was felt that further progress on defining the initiatives could be made by the Senior Management Team (SMT) through a review and discussion at a separate meeting. The results of that meeting which took place during the week of May 21<sup>st</sup> were discussed at the May 29<sup>th</sup> Strategic Planning Committee meeting. The information provided in the attachments to this report incorporate the revisions which were tabled at the May 29<sup>th</sup> committee meeting. Further, the Draft Vaughan Vision 2020 strategic corporate map and strategic initiatives approved at the June 19<sup>th</sup> Strategic Planning Committee meeting will comprise the document to be presented to the public for feedback in early fall 2007.

#### Background - Analysis and Options

Currently, the City is updating its strategic plan which will be extended to the year 2020. As such, it is timely and appropriate to review the strategic goals and objectives. The revised goals and objectives were developed by Council and SMT at workshops held in November 2006 and March 2007 respectively, in preparation for the May 2007 Council/SMT Strategic Planning Workshop (Attachment 1 and 2). Additionally, the strategic goals and objectives were further refined based on feedback provided at the May 2007 workshop and tabled at the May 29, 2007 Strategic Planning Committee meeting.

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In addition, it is also timely and appropriate to review the prioritized strategic initiatives which align with the revised strategic plan goals and objectives. Similar to the goals and objectives, these initiatives were developed by Council and SMT at workshops held in November 2006 and March 2007 respectively, in preparation for the May, 2007 Council/SMT Strategic Planning Workshop. Discussion at the May, 2007 workshop focused on identifying which initiatives were strategic and ensuring the correct wording was expressed. Further work completed by the Senior Management team and tabled at the May 29, 2007 Strategic Planning Committee meeting focused on categorizing the strategic initiatives and prioritizing them (Attachment 3 and 4).

Attachment 3 details the initiatives which are strategic. In compiling this list, the following criteria was used:

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

Any initiative that was classified as not being strategic in nature was placed on the Draft Vaughan Vision 2020 'Other' Initiatives list (Attachment 4). The reason for placing the initiative on this list is detailed in the last column of Attachment 4. Also, the initiatives on this list will not compose part of the Draft Vaughan Vision 2020 document and will be incorporated into the departmental business plans.

As well, SMT reviewed the strategic initiatives list and 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

The Draft Vaughan Vision 2020 strategic corporate map, strategic goals and objectives descriptions and strategic initiatives list approved at the June 19<sup>th</sup> Strategic Planning Committee meeting will comprise the document to be presented to the public for feedback in early fall 2007.

Further, the Vaughan Vision vision statement, mission statement and values are also being reviewed in accordance with the strategic plan review. At the May 2007 Council/SMT Strategic Planning Workshop, a discussion was held to update the vision, mission and values. The following definitions were used in the facilitated discussion:

- What is a vision?
  - Our definition describes a vision as a direction which guides the municipality and answers the fundamental question, "where do we see ourselves in 10 to 15 years time"
- What is a mission?
  - Our definition describes a mission as the overall core purpose of the municipality
- What are corporate values?
  - Our definition describes corporate values as reflecting the core ideology of the municipality

Based on this discussion, a Draft Vaughan Vision 2020 vision statement, mission statement and values have been developed to be reviewed by the Strategic Planning Committee (Attachment 5). The committee's direction is requested on a preferred vision and mission statement appropriate for the City. Refer to Attachment 5 for the various options.

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**Relationship to Vaughan Vision 2007**

This report details the revised Vaughan Vision 2020 strategic document which will replace the previous Vaughan Vision 2007 document. The new strategic plan will be finalized in late 2007.

**Conclusion**

The Draft Vaughan Vision 2020 strategic corporate map, strategic goals and objectives descriptions and strategic initiatives list are being presented to the Strategic Planning Committee for finalization prior to being presented to the public for feedback in early fall 2007.

**Attachments**

1. Attachment 1 – Draft Vaughan Vision 2020 Strategic Corporate Map
2. Attachment 2 – Draft Vaughan Vision 2020 Strategic Goals and Objectives Description
3. Attachment 3 – Draft Vaughan Vision 2020 Strategic Initiatives
4. Attachment 4 – Draft Vaughan Vision 2020 Other Initiatives List
5. Attachment 5 – Draft Vaughan Vision 2020 Vision Statement, Mission Statement and Values

**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, as amended, by the Council of the City of Vaughan on June 25, 2007, as follows:

***By approving revised Attachment 1 - "Vaughan Vision 2020 Public/Staff Feedback Process", contained in the memorandum from the City Manager, dated June 25, 2007.***

## **2** VAUGHAN VISION 2020 PUBLIC/STAFF FEEDBACK PROCESS

The Strategic Planning Committee recommends:

- 1) That the following report of the City Manager, dated June 19, 2007, be received; and
- 2) That staff be directed to provide to the Council meeting of June 25, 2007 a revised Attachment 1 – Vaughan Vision 2020 Public/Staff Feedback Process, that incorporates Members of Council's comments.

### Recommendation

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

1. That Attachment 1 – Vaughan Vision 2020 Public/Staff Feedback Process be approved

### Economic Impact

There will be an economic impact to cover the cost of a consultant to assist in the design and facilitation of the public participation process. The funds are already included in the 2007 operating budget.

### Communications Plan

In order to promote civic engagement and advocacy we will hold meetings with the public to gather feedback on the draft Vaughan Vision 2020 vision, mission, goals, objectives and strategic initiatives will be scheduled for early fall 2007. Citizens will be selected for the focus groups from the pool of residents who responded to the April 2007 "Have Your say" citizen survey as well as randomly. Information regarding the public meetings is to be posted on the City website as well as in local newspapers. Also, information regarding the draft Vaughan Vision 2020 will also be made available on the City website for comment.

To promote public awareness of the process a media strategy will be created in conjunction with Corporate Communications department to plan for a press conference to publicize the "Have Your Say" survey results and to engage the public in the Vaughan Vision review process.

### Purpose

At the January 23, 2007 Strategic Planning Committee a public consultation process for the Vaughan vision review was approved. This report provides further detail on the focus group and public meeting process as well as staff meetings to gather feedback on the draft Vaughan Vision 2020 strategic goals and objectives which have been formulated by Council and Senior Management.

### Background - Analysis and Options

At the Strategic Planning Committee meeting on June 12, 2006 discussion focused on the need to involve the public and staff in the Vaughan Vision 2007 review process both prior to and after

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the scheduled Council/SMT strategic planning workshop in March 2007. As a result, a proposed process was presented at the January 23, 2007 meeting of the Strategic Planning Committee for approval. Based on this approved process, the following three methods will take place in early fall 2007:

1. The first civic stakeholder engagement method is to conduct 5 or 6 focus group meetings with citizens. It is proposed that 3 meetings be arranged with selected citizen survey respondents and 3 meetings be arranged through a random selection of citizens. Each meeting will have approximately 10-15 citizens and will be scheduled at different times of the day, including both day and evening, to accommodate selected citizens. The meeting will be approximately 2-3 hours in duration and will include a brief presentation on the draft Vaughan Vision 2020 strategic map followed by a facilitated meeting asking participants for their feedback to validate and improve the model.
2. The second stakeholder engagement method is to conduct an open public meeting. The open public meeting would solicit participation from the community through newspaper, website advertisements and written invitation. It is proposed that one open public meeting be scheduled at the Civic Centre following the completion of the focus group meetings. The first part of the meeting will be a brief presentation on the draft Vaughan Vision 2020 followed by an opportunity for participants to provide written feedback through the submission of feedback forms provided at the meeting.
3. The third method of stakeholder engagement is to give City of Vaughan residents the opportunity to participate in the strategic planning process through the submission of feedback based on information provided on the City website.

In addition to allowing for public feedback on the Draft Vaughan Vision 2020, the process approved at the January 23, 2007 meeting of the Strategic Planning Committee allowed for staff feedback. Based on the approved process, half day sessions with each Commissioner and their directors and managers will be facilitated by the City Manager's Office to allow for feedback on the Vaughan Vision 2020 strategic goals, objectives and initiatives.

Feedback on the Vaughan Vision 2020 strategic goals, objectives and initiatives received from the public and staff will be incorporated into the draft Vaughan Vision 2020 strategic plan scheduled to be published at the end of 2007.

#### Relationship to Vaughan Vision 2007

The public and staff feedback process is a critical component of the Vaughan Vision 2020 review and soliciting feedback from these groups will strengthen the final strategic plan document. Further, this process demonstrates leadership and effective governance through civic engagement and facilitates the achievement of the strategic goal, 'Management Excellence'.

#### Conclusion

The Vaughan Vision 2020 public/staff feedback process is being presented to the Strategic Planning Committee for approval in order to proceed with the proposed methods for public and staff consultation.

#### Attachments

1. Attachment 1 - Vaughan Vision 2020 Public/Staff Feedback Process

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**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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are listed as Attachment #1 and indicates the Mayor, individual Councillors and staff responsible. Also to note that the action items on the listing have not been noted as specific initiatives within any corporate document at the present time. The potential category that each action item falls under within the Draft Vaughan Vision 2020 has been populated.

In the future, through next years budgeting process, consideration will be given to have one Department coordinate grant funding at a corporate level.

#### **Relationship to Vaughan Vision 2007**

The objective of this report is to provide members of Council as a whole with actions identified through attendance at the FCM Conference. This report is consistent with the Vaughan Vision through promoting service excellence, community safety and developing collaborative solutions.

#### **Regional Implications**

There may be requirements through various action items to liaise with the Region of York as well as neighboring municipalities.

#### **Conclusion**

The FCM Conference provided very informative seminars and workshops and provided the delegation with an opportunity to discuss the challenging issues facing many municipalities today. A number of the key issues facing municipalities have already been captured in Vaughan's Strategic Plan. In light of all the information, sessions and workshops attended, some additional action items were identified as possible areas to review which should be incorporated into the Strategic Plan. We constantly strive to keep on top of the current challenges that we face as a municipality and how to best benefit our residents.

#### **Report prepared by:**

Michael DeAngelis  
City Manager

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Item 4, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on June 25, 2007.



**4**

**MAKING VAUGHAN VISION 2020 A LIVING DOCUMENT**

**The Strategic Planning Committee recommends that staff bring forward options with respect to committee structure, including standing committees.**

The foregoing matter was brought to the attention of the committee by Councillor Shefman.

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Item 5, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on June 25, 2007.

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**5**

**SURVEY RESULTS**

**The Strategic Planning Committee recommends that the survey results be referred to the Senior Management team to bring forward a communication plan.**

The foregoing matter was brought to the attention of the committee by Regional Councillor Ferri.