

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF NOVEMBER 26, 2007

Item 1, Report No. 5, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on November 26, 2007.

1 VAUGHAN VISION 2020 STRATEGIC PLAN

The Strategic Planning Committee recommends:

- 1) That Attachment 1 – Vaughan Vision 2020 Strategic Initiatives List, be approved, subject to incorporating the amendments discussed;
- 2) That Attachment 2 - Vaughan Vision 2020 Strategic Plan, be revised to include Members of Council's comments, and brought back to the Committee of the Whole meeting of December 3, 2007;
- 3) That Attachment 3 – Vaughan Vision 2020 Communication Plan, be approved; and
- 4) That the following report of the City Manager and the Senior Manager of Strategic Planning, dated November 20, 2007, be received.

Recommendation

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

1. That Attachment 1 – Vaughan Vision 2020 Strategic Initiatives List be approved
2. That Attachment 2 – Vaughan Vision 2020 Strategic Plan document be approved
3. That Attachment 3 – Vaughan Vision 2020 Communication Plan document be approved

Economic Impact

Funds are already included in the 2007 operating budget.

Communications Plan

A comprehensive communication plan for rollout to staff and other City stakeholders is attached.

Purpose

At the Council/SMT strategic planning workshop on March 21-22, 2006 direction was provided to proceed with the development of a strategic plan document. This document would contain the City's strategic vision, mission and values as well as the corporate strategic goals, objectives and initiatives. These components were reviewed at the Council/SMT strategic planning workshop on May 15-16, 2007 and consequently a draft Vaughan Vision 2020 document was developed and tabled at the October 9, 2007 Strategic Planning Committee meeting. The goal in reviewing the document at this meeting is to obtain the committee's approval of the plan in order to proceed with printing the document. Additionally, a final Vaughan Vision 2020 Strategic Initiatives List and communication plan are being tabled for approval.

Background - Analysis and Options

The revision of the Vaughan Vision 2007 and the development of the Vaughan Vision 2020 has involved many steps in the review process including; Senior Management Team (SMT) Strategic Planning Workshop November 20, 2006, Council Strategic Planning Workshop March 30, 2007, "Have Your Say" citizen survey April 2007, Council/SMT Strategic Planning Workshop May 15-16, 2007 and Strategic Planning Committee on June 19th and October 9th, 2007.

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Vaughan Vision 2020 Strategic Initiatives List

As can be seen in Attachment 1 an introduction explaining the fields in the Strategic Initiatives List has been provided. As well the Vaughan Vision 2020 strategic initiatives list has been revised with changes highlighted in red. The strategic initiatives have been prioritized as high, medium or low utilizing the following criteria:

- Level of impact (how large of an impact the initiative will have on the municipality)
- Interdependencies (timing of the initiative relative to other initiatives in the plan)
- Municipal exposure (legal, intergovernmental relations or financial)
- Corporate-wide implications (how the initiative will affect multiple departments)

This list is being tabled at this committee meeting for approval and finalization and status updates will be provided at future Strategic Planning Committee meetings.

Vaughan Vision 2020 Strategic Plan

The Vaughan Vision 2020 strategic plan (Attachment 2) contains information on the City's strategic vision, mission and values as well as the strategic goals, objectives and initiatives. A new strategic map was designed to reflect the feedback from Council and Senior Management at the May workshop that the strategic goals and objectives be represented holistically to reflect that they are equally important to the success of the City's strategic vision.

Vaughan Vision 2020 Distribution

Feedback from the Strategic Planning Committee on the draft Vaughan Vision 2020 strategic plan was gathered at the October 9th committee meeting and was incorporated into this final document. Once printed the Vaughan Vision 2020 strategic plan will not be distributed to Vaughan households but selected material will be inserted into the Annual Report which will be distributed to all households. Further, copies of the plan will be ready by the end of December'07 and distributed at the official launch in January'08. They will be made available at City community centres, libraries and City hall as well as distributed to selected audiences and posted on the City's web site.

Vaughan Vision 2020 Communication Plan

The communication plan (Attachment 3) outlines how the Vaughan Vision 2020 strategic plan will be rolled out to staff and other stakeholders. The implementation of this communication plan will occur in early 2008 once Council has approved the plan and it has been printed.

Relationship to Vaughan Vision 2007

The Vaughan Vision 2020 document will replace the current Vaughan Vision 2007 document.

Regional Implications

N/A

Conclusion

The Vaughan Vision 2020 strategic plan is being presented to the Strategic Planning Committee and then to Council for approval on November 26th in order to proceed with printing the plan. Further, a final Vaughan Vision 2020 Strategic Initiatives List and communication plan are being tabled for approval.

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Attachments

1. Attachment 1 – Vaughan Vision 2020 Strategic Initiatives List
2. Attachment 2 - Vaughan Vision 2020 Strategic Plan
3. Attachment 3 – Vaughan Vision 2020 Communication Plan

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. 5, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on November 26, 2007.

2 VAUGHAN VISION 2020 MONITORING AND TRACKING 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 November 26, 2007:

Recommendation

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

- 1) That Attachment 1- Vaughan Vision 2020 Reporting and Review Process be approved.

Economic Impact

N/A

Communications Plan

N/A

Purpose

To establish a reporting and review process for the Vaughan Vision 2020.

Background - Analysis and Options

At the October 9, 2007 Strategic Planning Committee meeting a point was raised during the discussion about establishing a process which outlines how and under what circumstances the strategic plan would change. As well, at the Vaughan Vision 2020 information forum on October 2, 2007 the public provided feedback on the need to establish a monitoring process to ensure the strategic goals are being met. Further, at the Vaughan Vision 2020 departmental review meetings staff have mentioned that they would like to see a communication process established to share strategic successes with all staff.

All of these perspectives have been incorporated into the process outlined in Attachment 1 which illustrates two components to the reporting and review process which will be implemented. First, is the review of the strategic plan and reporting of successes. It is recommended that a strategic initiative update be provided at the Strategic Planning Committee on the implementation progress of all strategic initiatives. This will be accomplished by utilizing a colour coding scheme for the strategic initiatives list as well as developing a process to update the committee on initiative milestone dates. In establishing this process a monitoring system will be developed which will track and ensure that progress is being made towards achieving the strategic vision and goals. Additionally, a Vaughan Vision 2020 report card will be developed and posted on the City's website and VIBE annually which will provide measurement indicators to evaluate success in attaining the strategic objectives as well as a listing of which strategic initiatives have been completed during the year.

A second component to the reporting and review process is the review and confirmation of the strategic initiatives list. It is recommended that the review of the Vaughan Vision 2020 strategic vision, goals and objectives be completed every four years during the new term of Council and that the strategic initiatives list be reviewed on an annual basis at the annual Council/SMT

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strategic planning workshop. At this workshop the list of initiatives will be reviewed as well as their priority. Additionally, emerging strategic issues which are brought forward during the year will be tabled at the Strategic Planning Committee for discussion. It is recommended the following criteria be used to determine if the initiative should be added to the strategic initiatives list:

- Result in lost opportunity
- Risk to Corporation
- Respond to legislative requirements

Implementing the above noted mechanisms will establish an effective monitoring and reporting process which will help ensure that the strategic vision and goals are attained as well as strategic successes are communicated to all stakeholders.

Relationship to Vaughan Vision 2007

The Vaughan Vision 2020 strategic plan will replace the Vaughan Vision 2007 document and the outlined monitoring and reporting process will ensure that the strategic plan is a 'living' document and that strategic successes will be communicated to all stakeholders.

Regional Implications

N/A

Conclusion

The outlined monitoring and reporting process will ensure that the strategic plan is a 'living' document and that progress in achieving the plan will be communicated to all stakeholders.

Attachments

1. Attachment 1- Vaughan Vision 2020 Reporting and Review Process

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. 5, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on November 26, 2007.

3 2008 COUNCIL/SMT STRATEGIC PLANNING WORKSHOP

The Strategic Planning Committee recommends:

- 1) That the 2008 Council/SMT Strategic Planning Workshop be tentatively scheduled for April 2 – 3, 2008 and that staff provide Members of Council with information relating to alternative locations; and
- 2) That the following report of the City Manager and the Senior Manager of Strategic Planning, dated November 26, 2007, be received.

Recommendation

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

- 1) That Attachment 1- Council/SMT Strategic Planning workshop quotes be received and the date of April 2-3, 2008 be approved and direction provided for the location of the workshop.

Economic Impact

Funds are already included in the 2008 operating budget.

Communications Plan

N/A

Purpose

To confirm the 2008 Council/SMT strategic planning workshop meeting date and location.

Background - Analysis and Options

Preparatory Planning for the Council/SMT strategic planning workshop is important in order to establish a date and location for the workshop. As can be seen in Attachment 1 a number of locations in neighbouring municipalities have been selected as potential sites for the workshop. As well it is recommended that April 2-3, 2008 be selected as the date for the workshop.

Relationship to Vaughan Vision 2007

The annual Council/SMT strategic planning workshop is an opportunity to review and discuss the strategic plan document and process.

Regional Implications

N/A

Conclusion

It is appropriate and timely to schedule the date and location for the 2008 Council/SMT strategic planning workshop. By approving the date of April 2-3, 2008 and selecting a suitable location planning can be initiated for the workshop.

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Attachments

1. Attachment 1- Council/SMT strategic planning workshop date and locations list

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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