

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 1, Report No. 2, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on May 26, 2009.

1 VAUGHAN VISION 2020 REVISED STRATEGIC INITIATIVES LIST AND MILESTONES

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 11, 2009:

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

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 its meeting on May 26, 2009.

Purpose

The Vaughan Vision 2020 Revised Strategic Initiatives List and Milestones is tabled at the May 11th Strategic Planning Committee for review.

Background - Analysis and Options

The Vaughan Vision 2020 Revised Strategic Initiatives List was last reviewed at the September 16th 2008 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 11th Strategic Planning Committee for review.

As can be seen in Attachment 1 the Vaughan Vision 2020 Revised 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 well with 10 initiatives or 30% of the total initiatives for 2008-2010 having been completed. 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.

In formulating the revised strategic initiative list the following criteria was utilized to identify those initiatives which are strategic:

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 1, StratPlan Report No. 2 – Page 2

- 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

N/A

Conclusion

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

Attachments

1. Attachment 1 - Vaughan Vision 2020 Revised 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.)

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 2, Report No. 2, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on May 26, 2009.

2 COUNCIL PRIORITIES PLAN COMMUNICATIONS STRATEGY

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 11, 2009, be approved; and**
- 2) That the Senior Manager of Strategic Planning be assigned the lead staff person to coordinate the Council Priorities Plan Quarterly Report Templates.**

Recommendation

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

1. That Council Priorities Plan Communications Strategy report be received
2. That Attachment 1 – Council Priorities Plan Communications Strategy be approved
3. That Attachment 2- Council Priorities Plan Quarterly Report Template be received
4. That Attachment 3- Council Priorities Plan Website format be approved

Economic Impact

Upon implementation of the Communications Strategy any costs will be identified for future approval.

Communications Plan

Submitted as an attachment.

Purpose

To discuss and approve the Council Priorities Plan Communications Strategy.

Background - Analysis and Options

The Council Priorities Plan 2009 was approved by Council at its meeting on February 3, 2009. At the Committee of the Whole Working Session on March 30, 2009 verbal and written reports were provided on updated actions for the first quarter of 2009 on the Council Priorities Plan initiatives. The committee also recommended “that staff prepare a communications strategy that incorporates Members of Council’s comments.”

Council Priorities Plan Communications Strategy

The Council Priorities Plan Communications Strategy Attachment 1, presents the various steps in the process to publicize the progress on the initiatives at the quarterly update meetings at the Committee of the Whole (working session). This includes utilizing the Council Priorities Plan Quarterly Template Report for internal use to track progress on implementing the milestones in the initiatives. Further, the Council Priorities Plan website format will publicize quarterly progress in implementing the initiatives to the community. Stories will be developed for each of the initiatives communicating their successes.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 2, StratPlan Report No. 2 – Page 2

Other options of communicating with citizens include inserting a brochure in the Recreation and Culture Guide. This guide is produced bi-annually and sent to all households. However, it should be noted that at this time, funding has not been established for this initiative and would require future budget approval as part of the 2010 budget.

Council Priorities Plan Quarterly Template Report

Council approved the Council Priorities Plan Quarterly Report Template on March 23, 2009 and examples of the template can be seen in Attachment 2. It is recommended that Councillors present the template for their initiative quarterly at the Committee of the Whole (working session) meeting. This template will provide updated information on the progress of the priority initiative milestones. Each Councillor has been sent a copy of their initiative template and it is recommended that this information be tabled as part of the quarterly plan update in June'09.

Council Priorities Plan Web Site Format

The Council Priorities Plan website format, Attachment 3, will feature quarterly status updates to the community. This online newspaper format will be available on the City's website and will profile stories on all Council Priorities Plan initiatives. A website tile will be created called "Council Priorities Plan" which when selected will direct the user to a web page where quick highlights of each of the priority initiatives will be profiled. If the reader is interested in further information they can hit the link which will take them to the complete story.

Further, the stories will provide links to other relevant projects or organizations. For example, for the senior's story a link will be available to the Seniors Association Vaughan Initiative (SAVI) or for the subway extension a link could direct readers to York Region. As well, it is recommended that a 'trial' run of the web page be created utilizing the information from Councillor's Peter Meffe, Sandra Yeung Racco and Regional Councillor Mario Ferri who presented at the March 30, 2009 Committee of the Whole (working session). The prototype would be created by June 2009 and if successful all of the Council priorities will be profiled following the June 2009 quarterly report. The key to success going forward is that Councillors provide information in their updates which can be used to develop a story on the initiative. The online newspaper would be updated every quarter once the information has been provided at the working committee meetings.

Relationship to Vaughan Vision 2020/Strategic Plan

The Council Priorities Plan includes strategic initiatives listed in the Vaughan Vision 2020 strategic plan. This report recommends a change from the priorities previously set by Council and the necessary resources have not been allocated.

Regional Implications

The quarterly updates will provide information on any regional impacts which the Council priority initiatives may have.

Conclusion

The Council Priorities Plan Communications Strategy is being presented for approval.

Attachments

1. Attachment 1 - Council Priorities Plan Communications Strategy

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 2, StratPlan Report No. 2 – Page 3

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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.)

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 3, Report No. 2, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on May 26, 2009.

3 **VAUGHAN VISION 2020 CORPORATE VALUES**

The Strategic Planning Committee recommends:

- 1) That staff be directed to continue with the focus groups and report back in September 2009; and
- 2) That the following report of the City Manager and the Senior Manager of Strategic Planning, dated May 11, 2009, be received.

Recommendation

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

1. That the Vaughan Vision 2020 Corporate Values report be received and approved

Economic Impact

N/A

Communications Plan

Addressed in the report

Purpose

To discuss and approve the Vaughan Vision 2020 Corporate Values.

Background - Analysis and Options

The Vaughan Vision 2020 strategic plan was approved by Council at its meeting on December 10, 2007. As part of the plan eight Corporate values were identified including:

- Leadership
- Innovation
- Fairness
- Respect
- Inclusivity
- Integrity
- Transparency
- Accountability

Council/SMT Workshop and Symposium

At the April 1-2, 2009 Council/SMT Symposium workshop facilitated discussions were led by David Cohen from Strategic Action Group. The discussions focused on how the values are aligned with the key strategic and operational initiatives in the organization. Upon further discussion the original list of eight values was refined to include a list of three core values; respect, accountability and excellence.

In order to provide greater context and meaning to the corporate values a series of behavioural statements were developed. In this way there would be a clear articulation of the desired behaviours for each set of values which would be useful information to be communicated to all

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 3, StratPlan Report No. 2 – Page 2

levels of the organization to ensure consistent application of the values. It also provides greater definition of the values so that from councillors to front line employees everyone has a clear understanding of the expectations under each value.

The following are the core Corporate values and associated behavioural statements:

Accountability

1. Accepts the ramifications for one's own actions
2. Considers all potential outcomes prior to taking action
3. Speaks up when one witnesses someone doing the wrong thing
4. Responds to the urgency of the moment to deal with an issue or opportunity
5. Considers each action one takes in light of what is right and appropriate within the laws and procedures of the City
6. Supports the group to proceed with the decision that was made
7. Goes above and beyond what is normally done in order to find an alternative within the rules
8. Responds to existing policy or procedures if it is common sense and should be considered or not considered right
9. Speaks to the right people upon seeing an opportunity for improvement
10. Deals with each issue according to the uniqueness of the particular incident that is out of the norm

Respect

1. Treat others as you want to be treated
2. Honour all commitments made to others
3. Provides an honest perception of can and will be done
4. Acknowledges each person's individuality when working with them
5. Finds an appropriate way of helping others with their issues, problem, questions, etc.
6. Shows consideration for others when making decisions or taking action
7. Listens to others opinions showing respect to their perspective
8. Treats others with the dignity we all deserve
9. Seeks the input of those impacted before making a decision
10. Takes into account the opinions of others when making decisions
11. Recognizes others for the work they do and that has impact on you
12. Acknowledges the contribution of others in a timely manner
13. Embraces diversity of people (outer) and thought (inner)

Excellence

1. Works to attain the highest quality for the City and its citizens
2. Finds ways to do the best work possible
3. Goes beyond what is expected to ensure people are pleased with the work
4. Finds opportunities to improve in the face of obstacles
5. Finds innovative ways to achieve results in the best way possible for the City
6. Seeks out ideas from the work of other municipal governments to find alternative ways of staying current and improving service delivery

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 3, StratPlan Report No. 2 – Page 3

7. Acknowledges the contribution of others to helping the individual develop
8. Draws out the ideas / opinions of others to find creative problem solving and thinking
9. Finds the positive contribution in the ideas of others
10. Recognizes the possibilities when presented with alternative suggestions / ideas (recognizes the pros and cons of an idea)
11. Encourage an atmosphere of confidence, creativity, knowledge sharing, and original thinking
12. Takes action after considering the risks but not necessarily having all the facts
13. Recognizes when someone goes above and beyond (i.e. lives the values during adversity)

SMT/Director's Workshop

On May 1, 2009 SMT met with all the Directors to obtain their input into the Vaughan Vision 2020 Corporate values. The facilitated discussions were led by David Cohen from Strategic Action Group. The format for the meeting were roundtable discussions on each of the Corporate values asking whether they were a value and what would be some behavioural statements associated with those values. As can be seen in Attachment 1 the Directors came up with very similar values to those which Council and SMT discussed at the April workshop. As can be seen in the chart at the top of the page the Vaughan Vision 2020 values of respect, accountability and fairness were identified most frequently.

As well, many tables grouped the value fairness with respect as well as responsibility with accountability. Additionally, although excellence was not mentioned as a core value, innovation was mentioned as a value at a couple of tables. As can be seen in the section entitled 'behaviours from categories not chosen as values' there are a number of behavioural statements which mirror the statements Council and SMT discussed at their workshop under the value of excellence.

Next Steps

It is recommended that approval proceed for the three core values of accountability, respect and excellence. Further, it is recommended that discussion at the Strategic Planning Committee meeting be focused on whether the values of fairness should be paired with respect and responsibility with accountability.

Once the core Corporate values have been identified and approved it is recommended that they be communicated to all employees in the organization through departmental staff meetings with commissioners, directors, managers, and staff all involved in order to ensure a common understanding amongst all levels of the organization. The Senior Manager of Strategic Planning can assist departments in facilitating these meetings if requested. As well the core values should be communicated through a VIBE posting so that all employees are aware of their existence.

Relationship to Vaughan Vision 2020/Strategic Plan

The Vaughan Vision 2020 Corporate Values are included in the Corporation's strategic plan.

Regional Implications

N/A

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 3, StratPlan Report No. 2 – Page 4

Conclusion

The Vaughan Vision 2020 corporate values are a key element in the strategic plan and should be utilized to guide the organization in its decision making process. Thus, it is recommended that the three core values of accountability, respect and excellence be approved and consideration be given at the Strategic Planning Committee meeting whether the values of fairness should be paired with respect and responsibility with accountability. Mr. Cohen will be in attendance at the meeting to provide any necessary guidance.

Attachments

1. Values Behaviours from SMT/Directors Meeting on May 1, 2009

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 26, 2009

Item 4, Report No. 2, of the Strategic Planning Committee, which was adopted, as amended, by the Council of the City of Vaughan on May 26, 2009, as follows:

By receiving the memorandum from the Director of Corporate Communications, dated May 22, 2009.

4 STRATEGIC COMMUNICATIONS PLAN

The Strategic Planning Committee recommends:

- 1) That the recommendation contained in the following report of the City Manager and the Director of Corporate Communications, dated May 11, 2009, be approved;
- 2) That the Strategic Communications Working Group (composed of Regional Councillor Ferri and Councillors Carella and Shefman) be charged with approving draft messages in response to quickly emerging issues, as prepared by Corporate Communications, reviewed by Legal Services, and endorsed by the City Manager; and
- 3) That the deputation of Mr. Adriano Volpentesta, 74 Mediterra Drive, Vaughan, L4H 3B8, be received.

Recommendation

The City Manager and the Director of Corporate Communications recommends:

1. That Sussex Strategy Group's presentation with respect to the proposed City of Vaughan Strategic Communications Plan be received, and
2. That based on comments received by Committee, that a further report on the Strategic Communications Plan be provided at the Council on May 26, 2009.

Economic Impact

N/A

Communications Plan

Various communication options will be considered as elements of the communications plan are implemented.

Purpose

To present the City of Vaughan Strategic Communications Plan for feedback from the Strategic Planning Committee.

Background - Analysis and Options

Sussex Strategy Group was retained in July 2008 to develop a communications strategy for the City. The objective of their review was the following:

- to develop a Communications strategy
- to assist the City in implementing the strategy to reposition the City of Vaughan
- to assist the City of Vaughan with public relations and issues management

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 4, StratPlan Report No. 2 – Page 2

The Strategic Communications Working Group met with Sussex Strategy Group on April 22, 2009 to discuss the Strategic Communications Plan. This plan is being presented for input from Strategic Planning Committee members. The plan highlights recommendations in the areas of issues management, media relations, a number of proactive communications and public relations initiatives. Highlights include:

- Enhancing the issue preparedness function of the City
- Conducting individual strategic communications review sessions with City officials
- Using proactive communications to support and promote the Council Action Priorities Plan 2009
- Support a Public Relations component in the Corporate Communications department dedicated to promoting new strategic initiatives, measuring the results of all communications activities and strengthening the City's connection with its residents.

In addition, it proposes public relations campaigns that could support the Council Priorities Plan and Corporate initiatives, including:

- Developing proactive communications activities in support of the Council Plan Priorities
- Developing an overarching theme such as "Vaughan: A City Working for You"
- Developing a communications plan to position the rebranding and benefits of living, working and investing in Vaughan
- Developing a strategic communications campaign to promote the City's green initiatives

Other key recommendations and initiatives include:

- Issues Management Policies-review the City's issues management protocol and expand issue identification capabilities
- Evaluate what communications products are sent to what media and when
- Determine the best use of new social networking and communications tools
- Develop a strategic communications plan to engage the residents, and a specific page on the city's website to involve residents in the engagement process

Upon review of this report at the Strategic Planning Committee and Council approval at its meeting on May 26, 2009 an implementation strategy will be developed. Sussex Strategy Group will work with staff to implement components of the strategy and will report back on progress to a future Strategic Planning Committee meeting.

Relationship to Vaughan Vision 2020/Strategic Plan

The development of a Communications Strategy is listed as strategic initiative number seven in the Vaughan Vision 2020 strategic plan. It is linked to the strategic objective, Demonstrate Leadership & Promote Effective Governance.

Regional Implications

N/A

Conclusion

The Strategic Communications Plan is being presented for review and feedback from the Strategic Planning Committee.

Attachments

Presentation – Strategic Communications Plan and Recommendations 2008-09

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 26, 2009

Item 4, StratPlan Report No. 2 – Page 3

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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.)