

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 21, 2009

Item 1, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on September 21, 2009.

1 **VAUGHAN VISION 2020 CORPORATE VALUES**

The Strategic Planning Committee recommends:

- 1) That Clauses 1, 2 and 4 of the recommendation contained in the following report of the City Manager, the Senior Management Team and the Senior Manager of Strategic Planning, dated September 15, 2009, be approved; and**
- 2) That Attachment 2, Corporate Values and Value Attributes, be received as amended.**

Recommendation

The City Manager, the Senior Management Team and the Senior Manager of Strategic Planning recommends:

1. That the Corporate values developed through the consultation process, Accountability, Respect and Dedication be approved
2. That Attachment 1 Executive Summary: Staff Values Workshops July 10 and 21, 2009 be received
3. That Attachment 2 Corporate Values and Value Attributes be received
4. That the rollout plan identified in the report be approved

Contribution to Sustainability

N/A

Economic Impact

Costs up to and including the proposed SMT/Directors October 2009 workshop have been budgeted.

Communications Plan

A communications approach will be developed upon Council approval and implementation of the values with City departments.

Purpose

To amend the Vaughan Vision 2020 Corporate values to reflect the input and feedback from Council, senior management and the staff focus groups.

Background - Analysis and Options

The organization recently went through a series of facilitated sessions with Council, senior management and staff to review the Vaughan Vision 2020 Corporate values with the goal of bringing clarity and better defining the values which were developed as part of the strategic plan in 2007. These values included; leadership, innovation, fairness, respect, inclusivity, integrity, transparency, and accountability. As a result of the consultation sessions three values are recommended for approval, Accountability, Respect and Dedication.

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Council/SMT/Directors Workshops

At the Strategic Planning Committee meeting on May 11, 2009 a report was tabled which presented the facilitated discussions on Corporate values led by David Cohen from Strategic Action Group from the April 1-2, 2009 Council/SMT Symposium workshop and the May 1, 2009 SMT/Directors workshop.

The format for the workshops were roundtable discussions on the Corporate values reviewing what the values were and what would be the attributes associated with each value. In this way there would be a clear articulation of the desired behaviours for values which in turn would be critical information to be communicated to all levels of the organization to ensure consistent understanding and application of the values. It would also provide a clear understanding of the expectations regarding each value.

Staff Workshops

The May 11, 2009 Strategic Planning Committee and approved by Council on May 26, 2009 recommended:

“That staff be directed to continue with the focus groups and report back in September 2009”

To get buy-in for the values which were proposed it was important to get input from staff across the organization. Thus, a total of four separate half day workshops were scheduled with staff on July 10 and 21, 2009. This included a workshop with managers and three half day workshops with staff and supervisors. Over 150 staff were involved in the workshops.

The format for the staff workshop was to go through a similar exercise as was used in the previous workshops with Council and the senior management team. The Deputy City Manager provided opening comments to each workshop to provide a context for the workshop and stress the importance of staff input. The rest of workshop included reviewing the Vaughan Vision 2020 values and determining what are values and some attributes for each value. Participants were then led through a facilitated session to come to agreement as to what should be the values.

As can be seen in Attachment 1, staff identified with respect, accountability, integrity and fairness as the values. Staff were then taken through a facilitated discussion to probe the rationale behind identifying these values. It was discussed that since one demonstrates integrity by living all of the values that it alone was not a value. Further discussion also revealed that fairness and respect were closely related values that shared similar attributes and therefore respect could be identified as one of the values.

Staff also felt that excellence was not a value and that instead dedication and/or passion should replace excellence. Further, discussion with SMT resulted in dedication being proposed as a value in place of excellence. Also, it was determined that integrity should be identified as part of an overarching statement for example, “we will demonstrate integrity by living the three values of Accountability, Respect and Dedication.”

Attachment 2 identifies the attributes associated with the values, Accountability, Respect and Dedication. Defining the attributes will help to provide a common language for all staff to understand the expectations associated with each value.

Rollout Plan

The rollout plan for the Corporate values will be critical to ensure that all staff is aware of the values, the corresponding attributes and also to facilitate discussion across City departments as to what is expected. The following steps are recommended:

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1. After approval of the values at Council, a half day SMT/Directors workshop be scheduled to review and discuss the Corporate values and staff rollout plan. The session would include reviewing the approved values and attributes and discussing the staff rollout plan. Specifically how to develop a plan which engages staff and how it relates to service delivery. Feedback from this meeting will be incorporated into the final rollout plan which will be communicated to staff.- Facilitated by Strategic Action Group Q4/09

Review how the values can be incorporated into the day-to-day work environment i.e. decision making, performance management, recruitment etc.

2. Schedule meetings with the Commissioner, Director and staff in each department to review the Corporate values and the process for subsequent manager-work team meetings. -Senior Manager of Strategic Planning to coordinate Q4/09-Q1/10
3. Managers will meet with their staff on a regular basis to discuss the Corporate values and attributes and share examples of the values at work in the department- Q2/10 and beyond.
4. Develop a mechanism to provide follow up on whether the values are being followed and identify any gaps in the roll out process between managers and staff. -Senior Manager of Strategic Planning to coordinate Q2/10

The key to success in implementation will be to focus on an internal rollout and establishing a mechanism to evaluate whether departments are adhering to the values. Feedback from staff on how well the organization is following the values will be important information to ensure the values are relevant and meaningful.

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

Conclusion

The Vaughan Vision 2020 corporate values are a key element in the strategic plan and should be used to guide the organization in its decision making process. Thus, it is recommended that the three core values and associated attributes of Accountability, Respect and Dedication be approved. Upon approval the proposed rollout plan will be implemented. Please note Mr. Cohen will be in attendance at the meeting to respond to any questions.

Attachments

1. Attachment 1 –Executive Summary: Staff Values Workshops July 10 and 21, 2009
2. Attachment 2- Corporate Values and Value Attributes

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 without amendment by the Council of the City of Vaughan on September 21, 2009.

2 **VAUGHAN VISION 2020 COMMUNITY INFORMATION FORUM**

The Strategic Planning Committee recommends:

- 1) That the recommendation contained in the following report of the City Manager and the Senior Manager of Strategic Planning, dated September 15, 2009, be approved;
- 2) That staff bring forward a report on the use of electronic communications and social media for communication purposes; and
- 3) That staff bring forward a report on a creative public engagement plan for forums, including the Budget Public Information Forum.

Recommendation

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

- 1) That Attachment 1 Vaughan Vision 2020 Community Information Forum Communications Strategy be received
- 2) That Attachment 2 Vaughan Vision 2020 Meeting Flyer be received

Contribution to Sustainability

The Community Sustainability and Environmental Master Plan initiative is listed as one of the Corporate successes in the Vaughan Vision 2020 strategic plan.

Economic Impact

Funding has been provided in the 2009 operating budget

Communications Plan

A Communications Plan is attached

Purpose

To review the Vaughan Vision 2020 successes at a Community Information Forum on October 20, 2009, 7 pm at the Council Chambers.

Background - Analysis and Options

A Vaughan Vision 2020 Community Information Forum has been held previously in 2007 and 2008. The 2007 meeting gathered public feedback on the draft Vaughan Vision 2020 strategic plan. The 2008 meeting reviewed the successes to date in implementing the plan. As well a facilitated feedback session was held with meeting participants to gather feedback on the question "what are the key issues for the future?" These meetings help to facilitate public engagement and ensure that the City's strategic plan is a 'living' document by responding to changing issues, circumstances and opportunities.

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The 2009 meeting is scheduled for October 20, 2009. The structure of the meeting will be similar to previous years with an overview of Vaughan Vision 2020 successes, 2009 Ipsos-Reid survey, as well as a review of key initiatives for 2009/10. An opportunity will be provided for meeting participants to provide feedback in smaller breakout sessions concerning key issues as well as comments and feedback on the “reporting back” to the stakeholders that was identified previously by the public as an important part of the process.

Attachment 1 is the communication strategy for the event. Publicity for the event will be provided through the City website, City page, Access Vaughan, letters sent to key stakeholders, newspaper advertisements and e-mail. As well as can be see in Attachment 2 a flyer has been developed which will be distributed at the Civic Centre as well as libraries and community centers.

Relationship to Vaughan Vision 2020/Strategic Plan

The Vaughan Vision 2020 Community Information Forum provides a process for citizen engagement and ensures the Vaughan Vision 2020 remains a ‘living’ strategic plan.

Regional Implications

N/A

Conclusion

The 2009 Vaughan Vision 2020 Community Information Forum to be held on October 20, 2009 will provide an opportunity to review key successes in the implementation of the strategic plan, fulfill Council’s commitment to report back to the public and facilitate public engagement.

Attachment

1. Attachment 1- Vaughan Vision 2020 Community Information Forum Communications Strategy
2. Attachment 2- Vaughan Vision 2020 Meeting Flyer

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.)

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Item 3, Report No. 3, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on September 21, 2009.

3 **COUNCIL PRIORITIES PLAN NEWSLETTER**

The Strategic Planning Committee recommends:

- 1) That Option 3, as follows, contained in the following report of the Director of Corporate Communications and the Senior Manager of Strategic Planning, dated September 15, 2009, be approved:

Option 3

With this option the newsletter would be distributed by email, to the 4,000 citizens who have signed up to receive information from the City using electronic distribution. As well, each individual Member of Council could also send the information as part of their e-newsletter. Under this option the newsletter would be designed internally and there would be no additional cost to produce it other than staff resources.

- 2) That information relating to the Council Priorities Plan be inserted in existing publications such as the Recreation and Culture Guide; and
- 3) That such information be posted on the City's website.

Recommendation

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

1. That Attachment 1 Council Priorities Plan Newsletter prototype be received;
2. That direction be provided as to the delivery option.

Contribution to Sustainability

Any sustainability impacts if applicable are covered under each Council Priorities Plan initiative.

Economic Impact

The costs associated with this proposal are included in the report. Funds have not been specifically allocated in the 2009 budget.

Communications Plan

The communications approach is dependant upon the option selected and will be developed upon implementation.

Purpose

To discuss and obtain direction on the Council Priorities Plan Newsletter.

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Background - Analysis and Options

The Council Priorities Plan 2009 was approved by Council at its meeting on February 3, 2009. At the Strategic Planning Committee meeting on May 11, 2009 a communications strategy was discussed which contained activities such as website news stories for each initiative, a quarterly report template for each initiative tabled at Committee of the Whole (Working Session) meetings, and quarterly news releases. It was proposed in the communication plan that a Council Priorities Plan Newsletter could be created and sent to all households, however it was noted that budget funds were not allocated to this initiative. Subsequently, the Committee asked that costing information be gathered and tabled at a future meeting.

There are three feasible delivery options available for distribution of the proposed Council Priorities Plan Newsletter which includes Canada Post, the Recreation and Culture Guide and an electronic newsletter.

Option 1

This option utilizes Canada Post to deliver the newsletter to approximately 78,000 households including apartments and condominiums. However since it is delivered with other flyers and mail, the newsletter may be overlooked or lost.

Option 2

This option includes the newsletter as an insert with the Recreation and Culture Guide. This option was utilized with the 2008 Successes Report. This Guide is produced bi-annually (February and August) and sent to all households. Note that the August 2009 Guide has been produced and the next Guide will be published in February 2010. The advantage of this option is that many households use the Guide which is delivered in a sealed clear plastic bag and as a result is less likely to be discarded. The total circulation is approximately 71,000, however the company does not deliver to apartments and condominiums.

Option 3

With this option the newsletter would be distributed by email, to the 4,000 citizens who have signed up to receive information from the City using electronic distribution. As well, each individual Member of Council could also send the information as part of their e-newsletter. Under this option the newsletter would be designed internally and there would be no additional cost to produce it other than staff resources.

Costing Information for Production and Delivery of Council Priorities Plan Newsletter

Delivery Method	Cost to Produce Black/White Newsletter	Cost to Produce Colour Newsletter	Distribution Cost	Total
Rec & Culture Guide	. \$2,856*	\$3,699*	\$3,195 Approx. .45 per copy	\$6,051 b/w \$6,894 colour
Canada Post	\$3,106**	\$4,023**	\$8,878 approx.	\$11,984 b/w \$12,901 colour
E-Newsletter	\$0 Internally produced	\$0 Internally produced	\$0 Internally produced	\$0 Internally produced

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* Approximate cost

** Approximate cost

Cost based on print run of 73,000 copies
80,000 copies

Cost based on print run of

Taxes not included

Taxes not included

The costs illustrated above were gathered from three different printing company quotes and then averaged. The newsletter is a double sided 8 1/2" x 12" document which would then be folded accordion style for distribution (see Attachment 1). Distributing the newsletter electronically is the most cost effective option. A hard copy of the newsletter distributed with the Recreation & Culture Guide is the second most cost effective option.

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

N/A

Conclusion

The Council Priorities Plan Newsletter is being presented for discussion and direction on the option to implement.

Attachments

1. Attachment 1 - Council Priorities Plan Newsletter prototype

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.)

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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 September 21, 2009.

4

2010 COUNCIL/SMT SYMPOSIUM/WORKSHOP

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the City Manager, the Senior Management Team and the Senior Manager of Strategic Planning, dated September 15, 2009:

Recommendation

The City Manager, the Senior Management Team and the Senior Manager of Strategic Planning recommends:

That the 2010 Council/SMT Symposium/Workshop be scheduled for a one day session in early April 2010 held at a location in the City of Vaughan, be approved.

Contribution to Sustainability

N/A

Economic Impact

Funds have been included in the base operating budget.

Communications Plan

The Senior Manager of Strategic Planning will work with Corporate Communications and other appropriate staff to manage appropriate questions and answers.

Purpose

To approve the 2010 Council/SMT Symposium/Workshop as a one day session held at a location in the City of Vaughan in early April 2010.

Background - Analysis and Options

Preparatory planning for the 2010 Council/SMT symposium/workshop is important in order to establish a date and location for the workshop. Previous workshops have focused on training and education with a view to exploring the linkages between strategy (VV 2020 strategic vision), corporate values and their alignment with organizational performance. Also, guest speakers have been engaged on workplace engagement and communication, trends and emerging issues in the government sector. The focus of the 2010 workshop will be to discuss progress on implementing key strategic initiatives and roundtable discussions to update a scan of organizational strengths, weaknesses, opportunities and threats.

It is recommended that the 2010 Council/SMT symposium/workshop be a one day session held at a location in the City of Vaughan. Following approval, cost quotations for appropriate locations will be brought forward to the November 16, 2009 Strategic Planning Committee.

Relationship to Vaughan Vision 2020/Strategic Plan

The annual Council/SMT symposium/workshop is an educational opportunity to receive and consider the latest information on a variety of municipal management issues.

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Regional Implications

N/A

Conclusion

It is recommended that the Symposium/Workshop be held as a one day session at a location in the City of Vaughan in early April 2010. Once approval has been given to proceed, cost quotations for appropriate locations will be brought forward to the November 16, 2009 Strategic Planning Committee.

Attachments

N/A

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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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 September 21, 2009.

5

DEPUTY MAYOR TITLE/POSITION

The Strategic Planning Committee recommends that staff be directed to include options, including existing models of the Deputy Mayor title/position, in the “Council/Committee Structure” report that is to come back to a Committee of the Whole (Working Session) meeting in the fall.

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