

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JANUARY 26, 2010

Item 1, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on January 26, 2010.

1 COUNCIL PRIORITIES PLAN E-NEWSLETTER

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the Director of Corporate Communications and the Senior Manager of Strategic Planning, dated January 19, 2010, subject to the template being modified to include the Committee Chair's name and photograph:

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 E- Newsletter proposed prototype be approved;

Contribution to Sustainability

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

Economic Impact

Funds have been allocated in the 2010 budget.

Communications Plan

The communications approach is outlined in the report.

Purpose

To approve the Council Priorities Plan E-Newsletter proposed prototype.

Background - Analysis and Options

At the Strategic Planning Committee meeting on September 15, 2009 and approved by Council at its meeting on September 21, 2009 a Council Priorities Plan E-Newsletter would be created and sent through the Corporate list and distributed by each Councillor's e-newsletter.

Attachment 1 is a sample of the proposed template.

The template provides a short description of the initiative followed by a timeline graphic which outlines the major milestone steps for each Council Priority Plan initiative.

It is proposed that the timeline template be distributed through each councillor's e-newsletter and a brief overview and link be incorporated in the Corporate e-newsletter to the 6,000+ citizens who have signed up to receive information from the City using electronic distribution.

Relationship to Vaughan Vision 2020/Strategic Plan

The Council Priorities Plan includes strategic initiatives listed in the Vaughan Vision 2020 strategic plan.

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Regional Implications

N/A

Conclusion

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

Attachments

1. Attachment 1 - Council Priorities Plan E-Newsletter proposed 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 2, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on January 26, 2010.

2 **VAUGHAN VISION 2020 STRATEGIC INITIATIVES LIST AND MILESTONES**

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the Senior Manager of Strategic Planning, dated January 19, 2010:

Recommendation

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

1. That Attachment 1 – Vaughan Vision 2020 Strategic Initiatives List be received
2. That Attachment 2 – Vaughan Vision 2020 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 revised Vaughan Vision 2020 Strategic Initiatives List will be posted to the City's website upon approval by Council at its meeting on January 26, 2010.

Purpose

To provide an update with respect to the Vaughan Vision 2020 Strategic Initiatives List and Milestones as at the end of 2009.

Background - Analysis and Options

The Vaughan Vision 2020 Strategic Initiatives List was last reviewed at the May 11th 2009 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 January 19th Strategic Planning 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: 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 with 13 initiatives or 42% of the total initiatives for 2008-2010 having been completed at the end of Q4/09. There are an additional five initiatives due for completion in Q1/10 which if completed on schedule will bring the completed total to 58% of all initiatives for 2008-2010. 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 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

The individual strategic initiatives will address any regional implications.

Conclusion

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

Attachments

1. Attachment 1 - Vaughan Vision 2020 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.)

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Item 3, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on January 26, 2010.

3 STRATEGIC COMMUNICATIONS PLAN UPDATE

The Strategic Planning Committee recommends:

- 1) That the recommendation contained in the following report of the Director of Corporate Communications, dated January 19, 2010, be approved;**
- 2) That the Strategic Communications Sub-Committee continue to meet at the call of the Chair; and**
- 3) That the written submission of Ms. Carrie Liddy, dated January 18, 2010, be received.**

Recommendation

The Director of Corporate Communications in consultation with the City Manager recommend:

1. That the report and the attached implementation plan be received for information purposes.

Economic Impact

N/A

Communications Plan

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

Purpose

To update the Strategic Planning Committee on discussions and issues dealt with by the Strategic Communications Sub-Committee.

Background - Analysis and Options

The Strategic Communications Plan was approved by Council at its meeting on May 26, 2009. Council approved the establishment of the Strategic Communications Sub-Committee June 23, 2008. The objectives of the plan are the following:

- Turn the focus of media attention towards how the City is managing affairs in the best interests of Vaughan citizens
- Earn public acceptance of Vaughan as a City that works for its residents
- Ensure the City has the tools and protocols to anticipate and prepare for contentious issues
- Build acceptance and public support for the City's re-branding initiative

The Strategic Communications Sub-Committee met on January 13, 2010 to review the Strategic Communications Plan and the priorities for 2010 and 2011 concerning key recommendations in the strategy. These include:

- Developing a communications plan to promote the benefits of living, working and investing in Vaughan

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- Developing a strategic communications campaign to promote the City's green initiatives, the Economic Development strategy, Vaughan Metropolitan Centre, increasing voter turnout in the 2010 election, and other major City projects
- Review the City's issues management protocol and expand issue identification capabilities
- Evaluate communications products disseminated to media
- Determine the best use of new social networking and communications tools
- Develop a strategic communications plan to engage residents

Relationship to Vaughan Vision 2020/Strategic Plan

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

Regional Implications

N/A

Conclusion

With the Strategic Communications Plan approved by Council and the priorities set for 2010 and 2011, staff are in a position to implement the plan.

Attachments

1. City of Vaughan Strategic Communications Plan Update – January 13, 2010

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 4, Report No. 1, of the Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on January 26, 2010.

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2010 STRATEGIC PLAN PROCESS

The Strategic Planning Committee recommends approval of the recommendation contained in the following report of the Senior Manager of Strategic Planning, dated January 19, 2010:

Recommendation

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

That Attachment 1 - 2010 Strategic Plan Communications Strategy be approved.

Contribution to Sustainability

N/A

Economic Impact

There is no economic impact.

Communications Plan

Communications strategy is attached.

Purpose

To review the key steps in the Vaughan Vision 2020 strategic plan process for 2010.

Background - Analysis and Options

This report outlines some key steps in the strategic plan process for 2010 which is the final year in the current term of Council. Thus, it is important to report back to stakeholders on key successes in implementing the Vaughan Vision 2020 strategic plan. As can be seen in Attachment 1 the key steps include continuing meetings with community groups, staff, as well as developing the 2009 Successes Report. Below is a more detailed description of each step.

Staff Consultation

The December 3, 2009 SMT-Directors Workshop focused on the new Corporate values of Respect, Accountability, and Dedication which were approved by Council on September 21, 2009. The City Manager provided an overview at the beginning of the meeting as to the importance of buy-in and reflecting the values in everyday delivery of service to the community. Roundtable discussions focused on 'Vaughan' specific examples of behaviour which do not demonstrate the values. As well, ideas were brought forward on barriers to implementing change and what steps can be taken to move forward.

In consultation with Corporate Communications and Human Resources an action plan for engaging staff in embracing the values and how they relate to their everyday work will be developed by Q1/10.

Community Reporting Back

A meeting with the Chamber of Commerce is scheduled for February 23, 2010. The focus is to update the Chamber on key strategic initiatives which have been implemented to date and

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communicate those initiatives which are ongoing and will be implemented in 2010. Also, the members of the Chamber's Board of Directors will be given an opportunity to provide feedback on the Vaughan Vision 2020 and what they see as some of the key issues in the future. Additional meetings with community groups such as seniors and youth will be organized this year.

The City will conduct a random telephone citizen survey of residents regarding their input on the delivery of City services, key issues impacting the community, tax rates and funding for infrastructure improvement. The results plan to be presented to Council and senior management.

Annual Report

The 'Celebrating our Successes: Vaughan at Work' 2009 annual report will be distributed to all households in June 2010. This document highlights the key strategic and operational successes over the past year and a new edition will be developed for distribution to all households by the end of June 2010. The draft document is planned to be tabled at the March 8th Strategic Planning Committee meeting for review. Further, all City departments will complete their business plans along with their operating budgets in the fall of 2010.

Relationship to Vaughan Vision 2020/Strategic Plan

This report details the steps in the strategic plan process for 2010 to ensure the development of a 'living' Vaughan Vision 2020 strategic plan.

Regional Implications

N/A

Conclusion

It is appropriate and timely to discuss the next steps in the Vaughan Vision 2020 strategic plan process.

Attachments

1. Attachment 1- 2010 Strategic Plan Communications Strategy

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

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