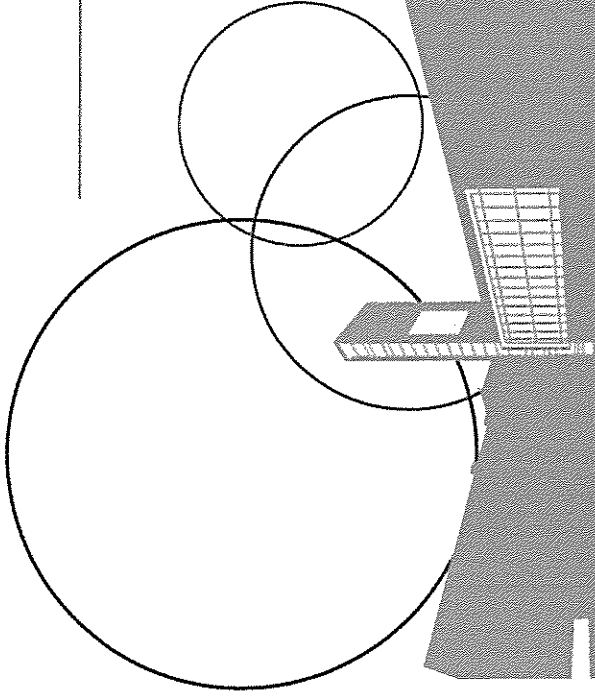


C 1
Communication
PKL : June 18/14
Item: 1

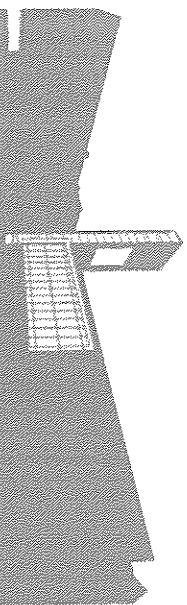
Vaughan Vision 2020 Strategic Initiatives and Milestones Update

Priorities and Key Initiatives Committee – June 18, 2014



Focus of Today's Presentation

- Key Strategic Priority Initiatives Milestone Update
- Next Steps - *Vaughan Vision* Moving Forward and the Approach for Setting New Initiatives

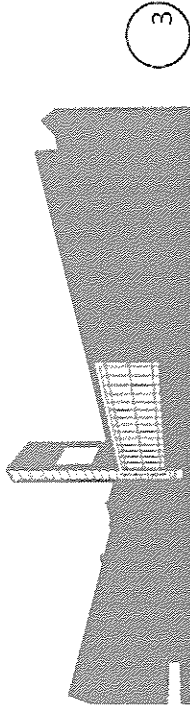


2

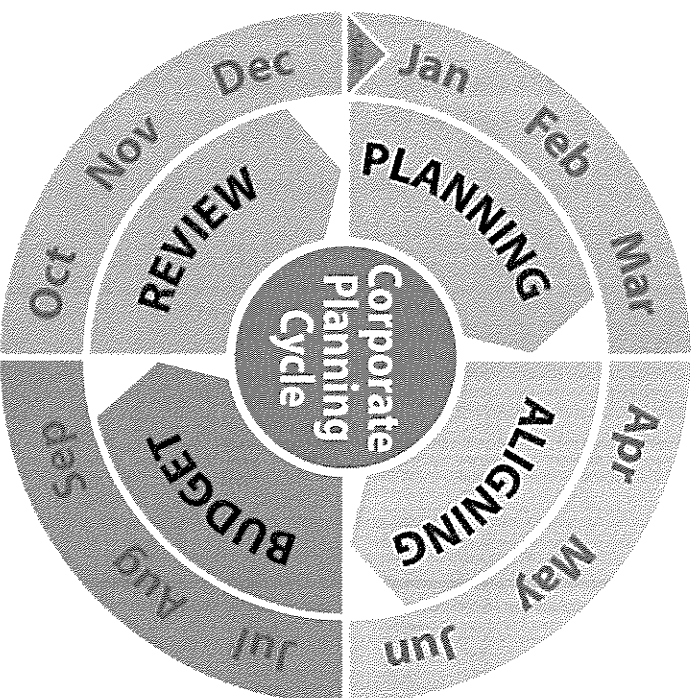
The Prioritized Plan

“Strategy 101 is about choices: You can’t be all things to all people” - Michael Porter

- A prioritized road map is developed to focus the Corporation and guide its decision making process
- Initiatives are aligned to the shared vision which was developed in collaboration with Council, staff and citizens
- The end result is a plan which facilitates everyone working in the same direction and sense of purpose



Corporate Planning Process



Planning- Validating the strategic priorities for the year – Milestone Updates

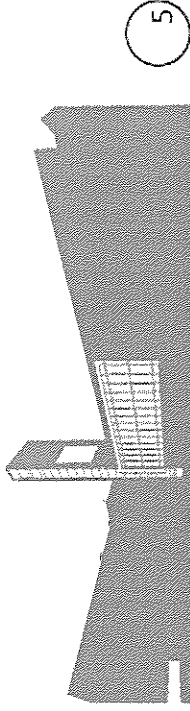
Aligning- Developing/enhancing comprehensive business cases and plans for strategic initiatives

Budget- Preparing departmental operating and capital budgets

Review- Approving the budget and implementing the strategic initiatives and reviewing progress

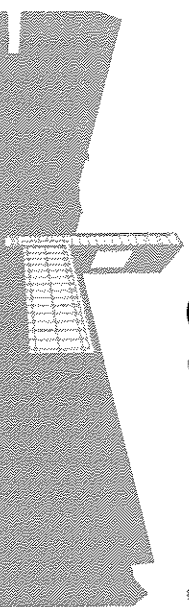
Strategic Direction

- Council last approved the revised Vaughan Vision 2020 and key strategic priority initiatives on April 23, 2013
- Previous strategic direction was based on input from the public (Ipsos-Reid survey), Corporate SWOT evaluations, and SMT/Directors workshop discussion
- Vaughan Vision 2020 booklet was revised to include approved initiatives. A limited amount were printed and an e-publication was produced

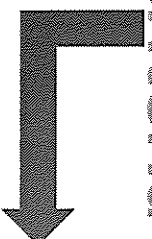


Strategic Planning and Criteria for Setting Priorities

- The Strategic initiatives are actions which are taken to achieve the themes
- Answers the questions
 - What?
 - Who?
 - When?
- Their order of importance are determined using priority setting criteria

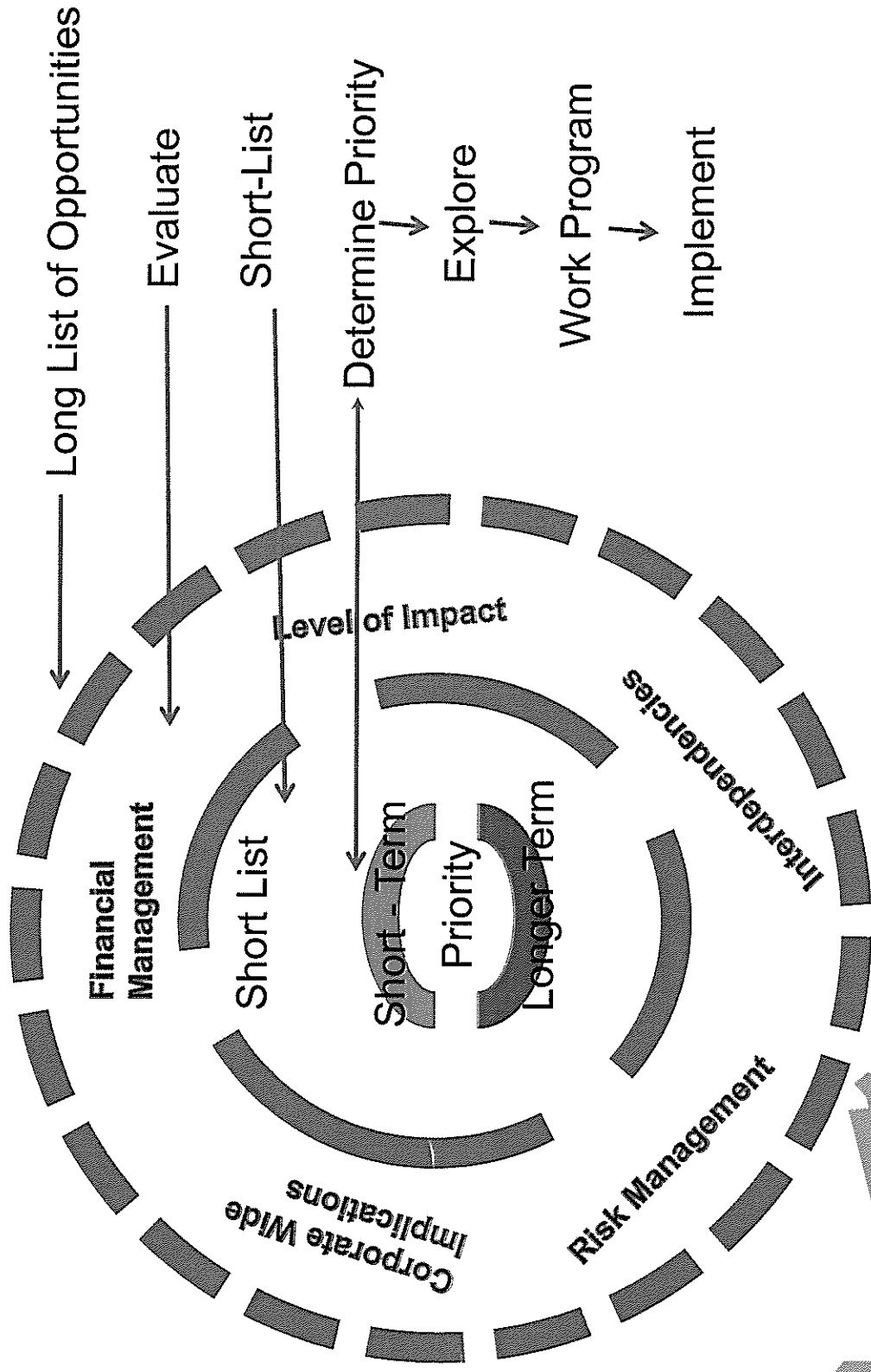


6



Strategic Priorities

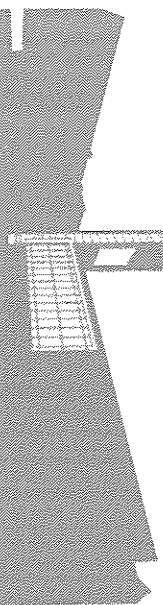
Strategic Assessment of Priorities



Approved Key Strategic Priority Initiatives

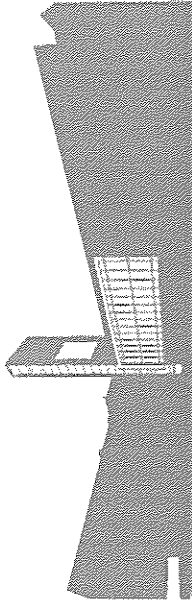
1. Develop the Plan required to build a dynamic VMC
2. Further Evolve Performance Measures
3. Develop and Implement a Corporate Wide Asset Management System
4. Additional Operational / Business Reviews
5. Conduct a five-year review of the OP as part of the GMS
6. Work towards the implementation of key links of the Transportation Master Plan
7. Develop a corporate Information Technology Strategy
8. Review the Corporate performance management process as part of a quality of work environment
9. Identify and develop a leadership development program
10. Provide continued support for a hospital in Vaughan
11. Work with other levels of Government to continue to support the expansion of the GO System and public/rapid transit
12. Develop an Integrated Risk Management System
13. Review and redesign a communication strategy
14. Ensure citizen-focused communication initiatives

• **Time bound** • **Dates for key milestones** • **Roles and leads**



Key Strategic Priority Initiatives

- The 14 Key Strategic Priority Initiatives are at various stages of implementation and completion.
- Many of the initiatives have moved beyond planning to execution.
- As such, some of the initiatives have been slightly modified in title only to accurately reflect the progress that has occurred and will continue over the balance of 2014.



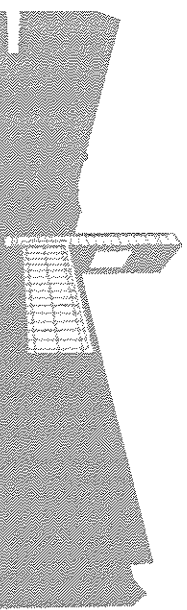
Approved Key Strategic Priority Initiatives

1. What is the status of the initiative?

- On-track - moving along well and on schedule
- Caution - progress is being made but requires attention
- Behind schedule - no significant progress made and behind schedule

2. What is the priority with respect to resource needs and allocations?

- High – additional resources still required
- Medium – some resources still required
- Low – minimal resources still required

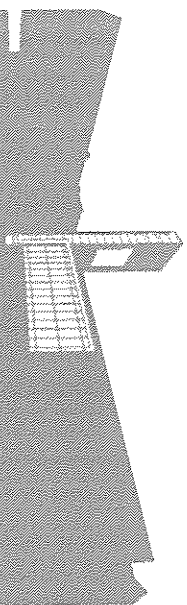


Status Update

KEY PRIORITY STRATEGIC INITIATIVES				Status	Resource Needs Priority
1	Implement the Plan to build a dynamic VMIC			On Track	Med
2	Further Evolve Performance Measures and implement dashboard			On Track	Low
3	Develop and Implement a Corporate Wide Asset Management System			On Track	High
4	Continue to implement Operational / Business Reviews for program areas			On Track	Low
5	Finalize VOP2010 as part of the GMS			On Track	Med
6	Implement key links of the Transportation Master Plan			On Track	High
7	Implement Corporate IT Strategy			On Track	High
8	Review the Corporate Performance management process as part of a quality work environment and professional growth and development			On Track	Med
9	Identify, develop and implement a leadership development program (internal succession planning)			On Track	Med
10	Enable delivery for a hospital in Vaughan			On Track	Med
11	Advocate with Government to continue to support the expansion of the GO System and transit			On Track	High
12	Develop and implement an Integrated Risk Management System			Caution	Med
13	Review, redesign and implement a communication strategy			On Track	Med
14	Develop and implement a dynamic stakeholder engagement model to ensure citizen-focused communication activities for City initiatives			Caution	Med

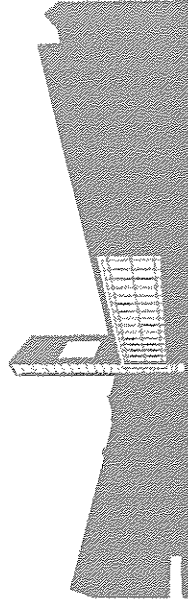
Vaughan Vision Moving Forward and the Approach for Setting New Initiatives

- Approaching a critical time in lifespan of VV2020
- Suggest a review process that allows for engagement of Council, staff and citizens – ensuring all an opportunity to provide feedback on key priorities to achieve our vision in response to opportunities and challenges.
- Will be guided by the development and implementation of a dynamic stakeholder engagement model to ensure citizen-focused communication activities for City initiatives.



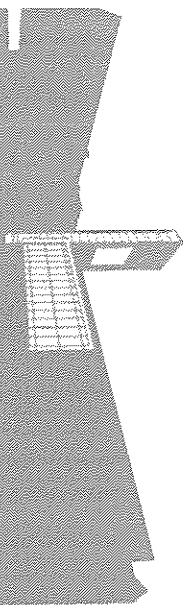
Vaughan Vision Moving Forward and the Approach for Setting New Initiatives

- Preparing to work with council and stakeholders to review the existing initiatives and identify new strategic initiatives and directions – based on a renewed sense of direction and priorities.
- A draft detailed work plan, approach and methodology (including a stakeholder engagement strategy) will be presented to Council for review and input prior to initiating the strategic plan renewal.

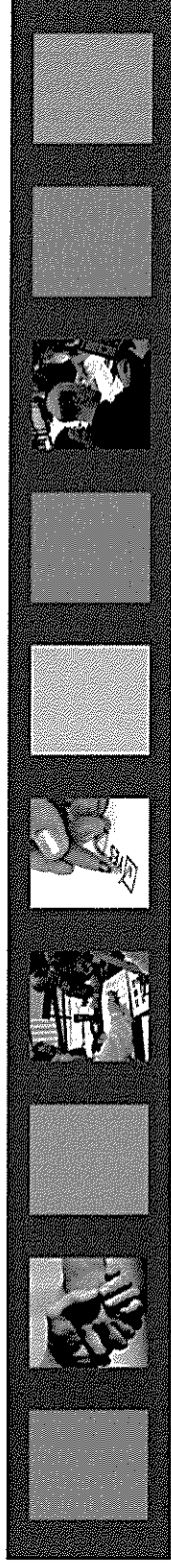


Update to WV2020 – Community Based approach

- Creation of actions that can be shared with internal and external leaders
- Actions that guide the day-to-day functionality of the community-at-large
- Community participation in defining the priority initiatives
- Responding to the actual needs of stakeholders
- Responding to the needs of staff to facilitate growth and implementation of the strategic plan
- Focused plan for Corporation and the community in achieving the Vision



IAP2's Public Participation Spectrum



Increasing Level of Public Impact

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult

To obtain public feedback on analysis, alternatives and/or decisions.

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower

To place final decision-making in the hands of the public.

Public participation goal

Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

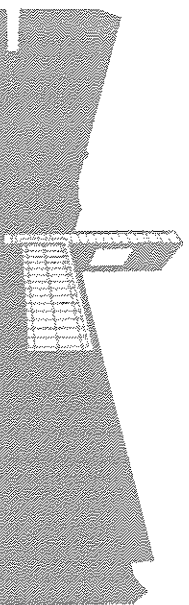
- Citizen advisory Committees
- Consensus-building
- Participatory decision-making

- Citizen juries
- Ballots
- Delegated decision

Example techniques

Example: Model for Public Engagement

	Inform	Consult	Collaborate
Purpose	Communicate • Share information to build awareness	Listen – Learn – Dialogue • Test ideas and concepts and develop solutions	Active Participation • Partner with the public to develop recommendations



Example: Model for Public Engagement

Increasing level of citizen involvement in decision-making

	Level One INFORM	Level Two CONSULT	Level Three COLLABORATE	Level Four PARTNER
Goal	To provide citizens with information to advise them of a new policy, program, process or other decision that has been made that will have an impact on their lives.	To listen to citizens to acknowledge their concerns and to obtain input on issues to help identify solutions to problems, shape policy direction, and influence decisions.	To work directly with the citizens to involve them in identifying and developing options for solving problems and ensure their concerns are understood.	To work together with citizens in a partnership to formulate decisions jointly and share the responsibility for implementing solutions.
Promise	Keep citizens informed.	Provide feedback on how input from citizens influenced the decision.	Incorporate the direct advice from citizens in formulating the solutions to the greatest extent possible.	Empower partners in the process to make decisions and implement solutions.

*Adapted from the IAP2 Spectrum and Health Canada's Public Involvement Continuum

Next Steps

- Re-validation of strategic initiatives for integration into the budgeting process
- Developing an engagement approach and work plan for updating strategic plan and establishing new Key Strategic Priority Initiatives

