

Committee of the Whole (Working Session) Report

DATE: Wednesday, May 04, 2022

WARD(S): ALL

TITLE: DEVELOPMENT OF THE 2022-2026 SERVICE EXCELLENCE STRATEGIC PLAN

FROM:

Nick Spensieri, City Manager

ACTION: FOR INFORMATION

Purpose

To provide an update on the development of the 2022-2026 Term of Council Strategic Plan. To further engage Council during the Committee of the Whole (Working Session) to provide further input into the development of the Strategic Plan.

Report Highlights

- While we continue to focus on the objectives and key results of the current strategic plan, the process for developing the 2022-2026 Term of Council Strategic Plan has commenced.
- Through a recent procurement process, the City's administration has engaged the consulting services of StrategyCorp to assist in the development of the next strategic plan.
- The development of the 2022-2026 Term of Council Strategic Plan involves a number of phases including various consultations and engagement with staff, Council and the community; research and environmental scanning; and post-election consultation and finalization of the strategic plan expected in the spring of 2023.
- The stakeholder engagement and environmental scan to-date have led to a set of draft strategic priority areas which are consistent with the current strategic plan as well as identification of emerging issues and opportunities for Council's consideration.

Recommendation

1. That the status update on the development of the 2022-2026 Term of Council Strategic Plan be received.

Background

On March 19, 2019, Council unanimously approved the 2018-2022 Term of Council Service Excellence Strategic Plan that serves as a guide that identifies Council's priorities for the Term of Council. In 2022, while we continue to focus on the objectives and key results for the last year of the current strategic plan, the process for developing the 2022-2026 Strategic Plan is now underway.

Through a recent procurement process the City's administration has engaged the consulting services of StrategyCorp to assist the City in the development of the next strategic plan. StrategyCorp is a highly experienced consulting firm providing expertise in strategic planning and advisory services to various municipalities and government organizations.

The City of Vaughan is transitioning from a growing suburban municipality to a fully urban space. This type of transition requires long-term thinking about how best to leverage and make the most of new opportunities. Planning and preparing for the future through strategic planning positions the City to effectively respond and address various challenges and opportunities such as city building and growth; transportation and traffic; community safety; economic development; health, learning and cultural services; diversity, equity and inclusion; environmental stewardship; municipal governance; and, municipal assets and infrastructure.

A core staff team from the Office of Transformation and Strategy and the Corporate and Strategic Communications department has been assembled to work with the consultants. The development of the 2022-2026 Term of Council Strategic Plan involves a number of phases including various consultations with staff and Council through workshops / working sessions. The process also includes opportunities for community engagement and input as well as research and environmental scanning. Following the 2022 municipal election, the strategic plan will be finalized with a post-election consultation with the City of Vaughan Council and finalization of the 2022-2026 Term of Council Strategic Plan expected in the spring of 2023.

When engaging with stakeholders, StrategyCorp inquired about the strengths of the current strategic plan and planning process; potential areas or improvement to both the

plan and process; and future opportunities and challenges that the municipality must plan for through its strategic plan and areas of focus.

Previous Reports/Authority

Not applicable

Analysis and Options

Each Term of Council Strategic Plan articulates an actionable plan, grounded in information and data, informed through various inputs and drivers, and reflective of defined responsibility and accountability. Within the context of the City's strategic directions and the utilization of the Strategic Priority Oversight Teams (SPOTs), the Administration has made significant progress in ensuring that an effective governance model is in place as it is integral to the Administration's success in delivering on Council priorities.

The 2022-2026 Term of Council Strategic Plan will reflect the City of Vaughan as a whole. This means that central to the strategic planning process is consultation and engagement with Council, City leadership, the City Task Forces as well as broader City staff and the community. The next Term of Council Strategic Plan also reflects the work accomplished in the current strategic plan and builds upon the key activities for the future.

Thus far, StrategyCorp has engaged with and received input from the Mayor and Members of Council, Senior Leadership Team Executive, Senior Leadership Team and various Task Forces.

The stakeholder insights gathered to-date indicated several main findings with respect to the City's existing Term of Council Strategic Plan:

1. The 2018-2022 Strategic Plan is inclusive and accurately encapsulates the City of Vaughan's key priorities, both in the community and in the municipal administration.
2. The Strategic Plan is well integrated into the day-to-day operations and business planning and budget processes of the City.
3. Staff, leadership and Council are satisfied by the direction outlined in the current Strategic Plan.
4. The updated 2022-2026 Term of Council Strategic Plan should build on the successes of the existing strategic plan, while streamlining the focus of some priority areas.

Consultations to date have also raised a number of emerging opportunities and key areas for consideration as the City updates its Term of Council Strategic Plan. These include but are not limited to:

- Balancing growth with environmental sustainability.
- Continuing to advance key city-building projects, including the Vaughan Metropolitan Centre and the Vaughan Healthcare Precinct.
- Ensuring an age-friendly, inclusive and diverse community.
- Continuing to invest in infrastructure and transportation assets, including intergovernmental collaboration on assets outside the municipality's jurisdiction.
- Advancing Smart City initiatives and continuing to be innovation and future-focused.
- Supporting economic development activities focused on innovation and enhancing the diverse and robust small business ecosystem in Vaughan.
- Increasing the focus on equity, diversity, and inclusion based initiatives and equity-deserving communities, both within the City administration and in the community.
- Continuing to advance initiatives aimed at business transformation through technology, modernization and process improvement as means of delivering increasingly better outcomes for citizens and staff alike.

In terms of next steps, StrategyCorp will continue to consult staff, senior leadership and the community on the priorities and issues that the City of Vaughan must contemplate and address through its Strategic Plan. Following the 2022 Municipal Election, StrategyCorp will consult with the new Council, with the objective of finalizing the 2022-2026 Term of Council Strategic Plan in the first quarter of 2023.

Financial Impact

There is no financial impact.

Broader Regional Impacts/Considerations

The Region is a key source of partnership funding or the proponent of several priority infrastructure projects that have been identified in the Strategic Plan. City staff is actively engaging Regional staff on priority planning and infrastructure projects where required.

Conclusion

While we continue to focus on the objectives and key results of the current strategic plan, the process for developing the 2022-2026 Term of Council Strategic Plan has commenced. Through a recent procurement process, the City's administration has

engaged the consulting services of StrategyCorp to assist in the development of the next strategic plan.

The development of the 2022-2026 Term of Council Strategic Plan involves a number of phases including various consultations and engagement with staff, Council and the community; research and environmental scanning; and post-election consultation and finalization of the strategic plan expected in the spring of 2023.

For more information, please contact Kathy Kestides, Director, Office of Transformation and Strategy, extension 8412

Attachments

N/A

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Approved by

A handwritten signature in black ink, appearing to read 'Nick Spensieri', with a long horizontal line extending to the right.

Nick Spensieri, City Manager