



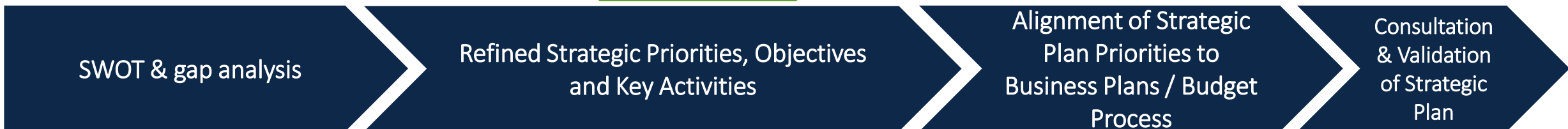
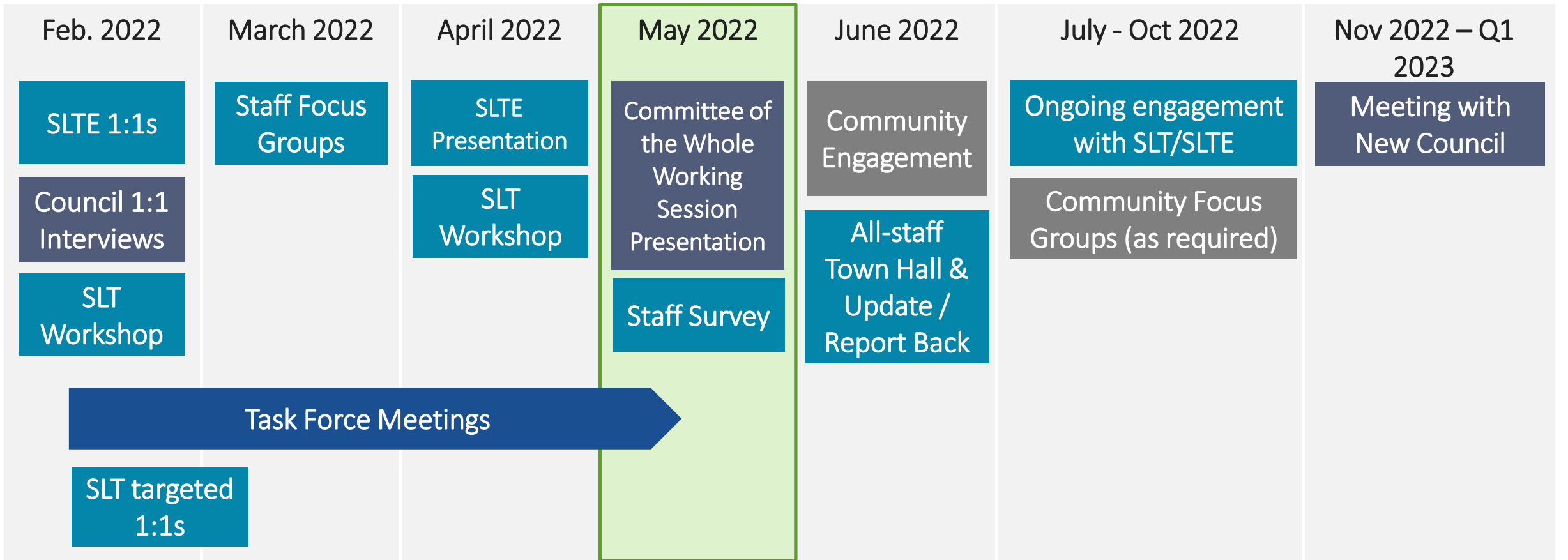
COMMUNICATION C2.
ITEM NO. 2
COMMITTEE OF THE WHOLE
(WORKING SESSION)
May 4, 2022



Term of Council Strategic Plan 2022-2026
Presentation to Committee of the Whole – Working Session

May 4th, 2022

Overview of Strategic Planning Process (Q1-Q4 2022)



Stakeholder Engagement

The 2022-2026 Strategic Plan must reflect Vaughan as a whole. Central to the strategic planning process is consultation and engagement with Council, Senior Leadership, the City Task Forces as well as broader City staff and the community.

Who we have engaged to date

Group	No.	Method
Mayor & Councillors	9	1:1 interviews; working session
Senior Leadership Team Executive	7	1:1 interviews
Senior Leadership Team	40	Workshops; select 1:1 interviews
City Task Forces	7	1:1 meetings
Departments	3	Focus groups



Who we will engage in the coming months

Community

Working with Corporate & Strategic Communications on multiple avenues for community conversations on the Strategic Plan (e.g., Town hall, Bang the Table digital engagement, potential community focus groups)

Ongoing Staff Engagement

Continuing to work with staff to ensure alignment between the City's strategic direction and its business planning activities

Council

Engage with new Council in January 2023 to receive input on the Strategic Plan

Approach to Developing the Renewed Strategic Plan

The Strategic Planning approach aims to refine, streamline, and update the existing priorities, objectives, and key activities to reflect the Vaughan context today and into the next Term of Council.



Insights on the Current Strategic Plan

Overall, the current Strategic Plan is a foundational document at the City that resonates across the organization.

Strengths

1

The current Strategic Plan generally *includes the right priorities and focus areas*

2

The current Strategic Plan is *well integrated into the City's operations and business planning*

3

The Strategic Plan *is well communicated and understood by staff*

4

The existing Strategic Plan *should be "tweaked, not torn down"*



Opportunities

1

Streamlining and Updating Strategic Priorities

Streamline overlapping priority areas and integrate new or emerging strategic priorities to reflect Vaughan's focus areas at this moment in time and over the next 4 years

2

Ensuring balance and consistency across the Plan

Achieve a 'common feel' across the Plan in terms of the level of specificity of the objectives and key activities and ensure that the Plan is balanced

3

Strengthening Key Activities

Refine key activities as "SMART" goals to improve clarity on continuous versus time-bound activities and support effective tracking, measurement, and evaluation of success

4

Enhancing the City's Values

Develop enhanced Values section as part of the Strategic Plan to ensure that core elements of the Plan that are foundational to everything the City does – good governance, value for money, customer service – cut across the Plan

Key Takeaways from SWOT Analysis (1/2)

Vaughan is a rapidly growing City with a highly engaged community and strong political and administrative leadership.



Strengths



UNITY WITHIN THE ORGANIZATION

The City is beginning to move in a more unified direction to achieve overall goals and objectives, with a strengthened sense of shared purpose



CITY BUILDING: BUILDING ON SUCCESS

Initiatives like the Vaughan Metropolitan Centre (VMC) and Vaughan Healthcare Precinct (VHCP) are demonstrating that Vaughan is emerging as a world class City



FISCAL HEALTH & INNOVATION

There have been substantial and successful modernization efforts led by the financial services team. The City is fiscally healthy – with low debt, and healthy reserves



CITY TASK FORCES & COMMUNITY ENGAGEMENT

The City's task forces are highly engaged and play a critical role in representing and advancing community needs and priorities



Weaknesses



GROWTH MANAGEMENT

There is a need to “get growth right”. Balancing population increases and development with meeting the rising needs of the community and concerns about environmental sustainability, all against a backdrop of provincial planning policies, is a challenge



CUSTOMER SERVICE

When it comes to service delivery, there is an opportunity to increase the focus on responsive and attentive customer service by better understanding where gaps exist and how services can be rendered more accessible and impactful

Key Takeaways from SWOT Analysis (2/2)



Opportunities



ROAD SAFETY AND INCLUSIVE MOBILITY

Mobility, movement, and active transportation are critical to the well-being of residents. Further focus on including more micro-mobility options, such as bike lanes on residential roads, can improve usability of roads and road safety overall



A COMMUNITY FOR EVERYONE

Build an inclusive, accessible, and equitable community for all ages, ethnicities and cultures, and ensure supportive systems, policies, and infrastructure



TECHNOLOGY AND MODERNIZATION

The City has a number of ongoing initiatives to transform its business operations and how it delivers services. It should continue to advance this focus on innovation and future-readiness



ECONOMIC DEVELOPMENT AND PROSPERITY

Continue to promote Vaughan's core economic sectors while also supporting its small business ecosystem and emerging tech and innovation sectors to grow economic activity and talent attraction

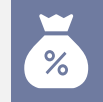


CONTINUED ADVOCACY FOR TRANSPORTATION INITIATIVES

Continue to advocate on the City's behalf for regional transportation initiatives and improvements



Threats



FISCAL SUSTAINABILITY

There is a desire to keep taxes within reasonable levels while also managing the cost of delivering services, meeting growth needs for renewed/enhanced infrastructure, and managing skyrocketing inflation



VULNERABILITY TO DECISIONS OF OTHER GOVERNMENTS

Many Council and community priorities, including elements of planning & development and transportation, are informed by the province, and the City is somewhat limited in what it can and control and/or deliver on its own



HOUSING AFFORDABILITY (ACROSS THE CONTINUUM)

There is a disconnect between supply and demand, which is putting a strain on young people, families, and the shrinking middle class



CLIMATE CHANGE, ENVIRONMENT & HERITAGE PROTECTION

The City is contending with how to protect parkland, natural heritage, and cultural heritage given both the magnitude and speed of growth in Vaughan and the impacts of climate change

Emerging Themes for Consideration in the Renewed Strategic Plan

In addition to the existing themes, these additional focus areas emerged that should be reflected in the updated Strategic Plan:



Vaughan is growing. The challenge remains to ensure that it grows in a way that maintains Vaughan's quality of life with measures to promote housing attainability and affordability



Active and alternative modes of transportation and improved accessibility of public transit are critical to both community and the administration



Ensure that everything the City does is grounded in ensuring a welcoming and vibrant community for residents of all ages, including older adults



The City is already driving several data-driven, Smart City initiatives, and this can be more strongly delineated in the Strategic Plan



Sustainability issues should continue to be addressed with a heightened focus on climate change



Enhance and highlight the integration of DEI into both the internal and external environment at the City



Staff engagement, succession planning, and talent attraction and retention is critical for the City, particularly in an emerging post-COVID context



Customer service, business transformation and governance initiatives should be continued, with an emphasis on modernization and data driven decision-making

Next Steps

- 1 Continue stakeholder engagement, including with the community and staff
- 2 Meet with the new 2022-2026 Council to gain their input into the Strategic Plan
- 3 Finalize Strategic Plan (March 2023)



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