

STRATEGIC PLANNING COMMITTEE SEPTEMBER 16, 2008

STRATEGIC PLAN PROCESS NEXT STEPS

Recommendation

The City Manager, and the Senior Manager of Strategic Planning recommend:

- 1) That Attachment 1- Strategic Plan Process Next Steps be received

Economic Impact

There is no economic impact

Communications Plan

Communication with the public for the fall'08 Vaughan Vision 2020 information forum will be provided through the City page, and letters addressed to key stakeholders inviting them to the event.

Purpose

To review the next steps in the Vaughan Vision 2020 strategic plan process.

Background - Analysis and Options

The Vaughan Vision 2020 strategic plan was approved at the December 10, 2007 Council meeting and following that approval there have been a number of rollout activities for internal and external stakeholders to communicate the new Vaughan Vision 2020 strategic plan. Attachment 1 outlines some key next steps in the strategic planning process to continue the communication process with key stakeholders during the implementation stage.

Staff sessions

In order to ensure the Vaughan Vision 2020 remains a 'living' strategic plan document it is recommended that strategic plan review sessions be scheduled in the Fall 2008 with City staff to offer the opportunity for staff to provide input on how their department contributes to the implementation of the plan and any feedback on the Vaughan Vision 2020. As can be seen in Attachment 1 the schedule for these meetings is over October-December 2008 and the Senior Manager of Strategic Planning will facilitate the meetings.

Also, some dates will be scheduled in the fall'08 for the City Manager to present to staff a review of the accomplishments over the past year and major strategic initiatives which the City will be focus on in the year ahead.

Public session

A Vaughan Vision 2020 public input session is tentatively scheduled for October 20, 2008. A proposed name for the session is Vaughan Vision 2020: Our Emerging Future. An initial forum was organized in October 2007 to gather public feedback on the draft Vaughan Vision 2020 strategic plan. The forum on October 20th would focus on providing an overview of the completed plan as well as an update on successes to date in implementing the plan. As well a facilitated feedback session would then be held with meeting participants to gather feedback on the question "what are the key issues for the future?"

Business Community

Involving the business community in providing feedback on the Vaughan Vision 2020 is a critical part of the engagement process. A session with the Vaughan Chamber of Commerce was completed in March 2008 and further sessions with the development industry and other business groups will be scheduled. Further, members of the business community will be invited by letter to participate in the October 20th public engagement meeting.

Future Direction

The feedback gathered from the staff, public and business community meetings which will be held will be incorporated into the 2009 Council/SMT strategic planning workshop. By establishing a process to gather stakeholder feedback this will ensure that there is constant input on the plan not just during the formulation stages. This will enable the Vaughan Vision 2020 strategic plan to remain a 'living' document which has relevance to all stakeholders.

Measuring Strategic Successes

When a strategic vision, goals and objectives have been set it is important to be able to have a method of evaluating when success has been achieved. Therefore, the next phase in the strategic plan process is to establish a method of defining and measuring how we will know when the vision, goals and objectives have been achieved. For example the strategic vision articulates that Vaughan will be a 'city of choice'. The question that needs to be answered is how is a "city of choice" defined and how would it be known when Vaughan has become a 'city of choice'? One strategic goal in the plan is 'service excellence'. The question to ask is how is it known when service excellence has been attained?

To facilitate this goal, two workshops have been scheduled with SMT for October and November 2008 to initiate work on developing a way to measure strategic successes. The draft framework will then be presented at 2009 Council/SMT Strategic Planning Workshop for discussion with the goal of establishing an evaluation framework for the Vaughan Vision 2020 in 2009.

Relationship to Vaughan Vision 2020

This report details the next steps in the strategic plan process to ensure the development of a 'living' 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.

Attachment

1. Attachment 1. Strategic Plan Process Next Steps be received

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

Respectfully submitted

Michael DeAngelis
City Manager

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

STRATEGIC PLANNING PROCESS NEXT STEPS

1. Staff involvement in making strategic plan a 'living document'

In order for the strategic plan to remain a 'living document', staff (*many of whom are involved in the implementation of the plan*) should be engaged in this process to gather their feedback on how to implement the Vaughan Vision 2020.

The following steps are recommended:

September	Provide an overview presentation on the Vaughan Vision 2020 staff meetings at the September 24th Agenda Review meeting to all commissioners and directors
October-December	Staff meetings to be held with all staff (non-union and union) in City departments from October 2008-December 2008 following the schedule below:
October	Public Works, Parks Operation and Development, Engineering Services, Enforcement, City Clerk, Human Resources, Recreation and Culture, Building & Facilities, Development/Transportation Engineering
November	Finance departments, Information Technology Management, Planning, Corporate Communications, Economic Development, Policy Planning & Urban Design, Building Standards
December	Access Vaughan, Fire, Building & Facilities, Legal, City Manager's Office, Purchasing
	Consideration will be given to schedule the meetings at the same time as staff meetings to ensure better coordination
	Mixing of departmental representation at meetings will be considered if appropriate
	Results to be reviewed at the 2009 Council/SMT Strategic Planning Workshop

2. Public engagement in strategic plan process

In October 2007 a Vaughan Vision 2020 information forum was organized to gather public feedback on the draft strategic plan. In March 2008 an information meeting was held with the Vaughan Chamber of Commerce to review the VV 2020. In order to facilitate continued input into the strategic plan the following steps are recommended:

Organize another Vaughan Vision 2020 information forum tentatively scheduled for October 20, 2008 to provide information on the strategic plan. This meeting will serve to also update stakeholders on successes achieved in implementing the plan. Participants will have a further opportunity to provide input on the Vaughan Vision 2020. Various stakeholders will be invited to the information forum via letter.

Organize meetings with the development community and other business groups to gather their input on the Vaughan Vision 2020.
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3. Measurement of strategic successes

In creating the Vaughan Vision 2020 strategic plan document, the next phase is to have clearly demonstrated measures on how success can be demonstrated in attaining the strategic vision, goals and objectives. For example the strategic vision articulates that Vaughan will be a "city of choice". How is a "city of choice" defined and how do we know when Vaughan has become one? Another strategic goal is that of 'service excellence', we need to know how is service excellence will be measured.

Two Strategic workshops to be scheduled with SMT: September 25, 2008 and November 20, 2008 to initiate work on developing a strategic measurement framework for evaluating strategic successes.

Draft strategic measurement framework to be presented at the 2009 Council/SMT Strategic Planning Workshop

Implementation of strategic measurement framework planned for 2009.
