

STRATEGIC PLANNING COMMITTEE MARCH 2, 2009

2009 STRATEGIC PLAN PROCESS

Recommendation

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

- 1) That Attachment 1- 2009 Strategic Planning Process Key Steps be received
- 2) That Attachment 2- 2009 Strategic Plan Communications Strategy be approved

Economic Impact

There is no economic impact

Communications Plan

Communications strategy is attached.

Purpose

To review the next steps in the Vaughan Vision 2020 strategic plan process for 2009.

Background - Analysis and Options

This report presents some of the key steps in the strategic planning process for 2009. These steps have also been presented in the Council Priorities Plan 2009 which was approved at the February 3, 2009 Council meeting. As can be seen in Attachment 1 the key steps include continuing meetings with community groups, staff, as well as refining the reporting of strategic successes and implementation of the plan. Below is a more detailed description of each step.

Community Consultation

A meeting with the Chamber of Commerce was held on January 27, 2009. The focus was to update the Chamber on key strategic initiatives which have been implemented to date and communicate those initiatives which are ongoing and will be implemented in 2009. Also, the members of the Chamber's Board of Directors were 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 the development industry, seniors, ratepayer associations and the youth cabinet will be organized this year as can be seen in Attachment 1.

A Vaughan Vision 2020 public input session is tentatively scheduled for October 2009. As per the previous meetings in 2007 and 2008 the forum would facilitate accountability and transparency by updating citizens on strategic initiatives which have been implemented during the year. Further, it would provide a facilitated feedback session whereby feedback would be gathered from participants in response to the question "what are the key issues for the future?"

The City will continue to work with Ipso-Reid to conduct a survey of city residents regarding their input on the delivery of City services, key issues impacting the community, tax rates and funding for infrastructure improvement. A survey of city residents is scheduled for February '09 and the results will be presented at the Council/SMT Symposium/Workshop in April 2009.

Staff Consultation

Meetings were held with staff during the Fall/Winter'08 in all departments in order to review the Vaughan Vision 2020 plan. Further staff was asked to provide feedback on the plan by answering two questions regarding their contributions towards implementing the plan. The first question was what are we doing well? and the second question was what can we improve? The feedback to the first question consisted of staff feeling that they provide a high level of service to internal customers and the public, have good team work, are able to meet deadlines are knowledgeable and experienced, and have good technology to help them do their jobs.

In answer to the second question, how can we improve, staff mentioned that there is a need for greater accountability, more recognition for their work, improved communication internally and across departments, additional staff, more opportunities for training and professional development, and more meetings to provide input.

Current strategic plan initiatives such as the recent implementation of a recognition program, development of a succession plan, revising the internal communications strategy and reviewing the corporate learning approach to staff education, are being implemented which will address the issues raised by staff. Further, an opportunity will be provided to gather more input through future meetings on the Vaughan Vision 2020 in the fall of 2009. Obtaining staff feedback will help ensure the strategic plan remains a 'living' plan which will guide City staff in the decision making process.

Further, staff meetings will be organized in the Fall 2009 as part of an annual exercise to gather staff feedback on the Vaughan Vision 2020 and to identify potential roadblocks in the implementation of the plan.

Reporting Strategic Successes

The 'Celebrating our Successes: Vaughan at Work' 2007/8 annual report was sent to all households in December 2008. 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 2009. As well all City departments will complete their business plans along with their operating budgets in the fall of 2009. Future Strategic Planning Committee meetings will review the strategic and operational initiatives included in the departmental business plans.

Implementing the Plan

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. Thus, the next phase in the strategic plan process is to establish a way of defining and measuring how we will know when the vision, goals and objectives have been achieved. For example one of the strategic goals in the Vaughan Vision 2020 is 'service excellence'. A question to ask is how is it known when service excellence has been attained?

To facilitate this goal, workshops were scheduled with SMT in September and November'08. As well a joint SMT/Directors workshop was held in December 2008 to discuss establishing a strategic success indicator framework and to brainstorm ways to align it with departmental operations and ensure it is useful to measure successes. A facilitated session will be held as part of the Council/SMT symposium/workshop in April 2009 to obtain input in developing a balanced scorecard approach which will measure strategic success.

On April 1-2, 2009 the Council/SMT Symposium/Workshop will be held. This workshop will focus on providing information to participants on the recent municipal government trends and emerging issues at the federal and provincial government levels. Further, discussion will be facilitated on the strategic vision and values in order to clarify and deepen the understanding of these key strategic elements of the plan.

Relationship to Vaughan Vision 2020/Strategic Plan

This report details the steps in the strategic plan process for 2009 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- 2009 Strategic Planning Process Key Steps
2. Attachment 2- 2009 Strategic Plan Communications Strategy

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Respectfully submitted

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Senior Manager of Strategic Planning

2009 STRATEGIC PLANNING PROCESS KEY STEPS

In order to ensure the Vaughan Vision 2020 remains a 'living' strategic plan it is important to continue to meet with all key stakeholders to communicate strategic successes over the past year and to gather feedback on the plan and its implementation. The chart below outlines the key steps in communicating the strategic plan and refining the implementation of the plan.

KEY STEPS	TIMELINE
Community Consultation	
Chamber of Commerce	January 27, 2009
Seniors	March 6, 2009
Development Industry,/Ratepayer Associations /Youth Cabinet, School Councils	May/June 2009
Public Information Forum	October 2009
Ipsos-Reid Survey	February 2009
Internal Consultation	
Staff departmental meetings on VV 2020	Fall/Winter 2009
Council/SMT Symposium/Workshop	April 2009
Reporting Strategic Successes	
Celebrating Our Successes Report	June 2009
Departmental Business Plans	November 2009
Balanced Scorecard Successes Framework	December 2009

2009 STRATEGIC PLAN COMMUNICATIONS STRATEGY

MARCH, 2009

OBJECTIVES

1. Promote Vaughan Vision 2020 to City staff and the general public
2. Develop a communications plan to ensure the Vaughan Vision 2020 remains a 'living document' for stakeholders
3. Generate media coverage of Vaughan Vision 2020 activities

TARGET AUDIENCES

Internal

Council
All staff

External

Residents
Ratepayers' Associations
Community Groups
Business Community/Chamber of Commerce
Media

MESSAGES

1. The strategic plan provides a blueprint for the City's future to 2020.
2. Communication with stakeholders is key
3. Vaughan is successfully implementing the key strategic initiatives outlined in the Vaughan Vision 2020 strategic plan

4. **ACTION STEPS**

ACTIVITY	RESOURCE	DUE DATE
Stakeholder events: <ul style="list-style-type: none"> • Chamber of Commerce meeting- Jan 27 • Seniors meeting- Mar 6 • April1-2 Council/SMT symposium/workshop • School councils, ratepayers, development community- May/June • Vaughan Vision 2020 Community Information Forum- October 	Corp. Comm. Strategic Planning	January- October
External Communications: <ul style="list-style-type: none"> • Media Advisory for stakeholder events • City Page notification of Vaughan Vision 2020 Community Information Forum • News stories on Vaughan Vision 2020 implementation developments • Use e-newsletters, newspaper columns, media coverage, and City website 	Corp. Comm. Strategic Planning	January- December
Internal Communications: <ul style="list-style-type: none"> • Desk drop to all City staff of Celebrating our Successes report • Vaughan Vision 2020 meetings with all staff to gather feedback on plan implementation • Staff coffee/donuts event(s) to provide thank you with release of Successes report 	Corp. Comm. Strategic Planning	June- December
Promotion of Vaughan Vision 2020: <ul style="list-style-type: none"> • Council media interviews • VV 2020 news stories • Issue news releases for events • Newspaper ad layout for Celebrating our Successes report release 	Corp. Comm. Strategic Planning	January- December
Website development <ul style="list-style-type: none"> • Update current content on VV2020 section of City's website • Produce and post Successes Report and other presentations • Utilize on-line survey option to gather citizen feedback 	Corp. Comm. Strategic Planning	January- December
Other Opportunities: <ul style="list-style-type: none"> • VIBE and City website VV2020 Balanced Scorecard • Utilization of technology to engage stakeholders (Facebook, Wiki) 	Corp. Comm. Strategic Planning	September- December