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Communication
PKI <u>Nov 25/13</u>
Item: <u>1</u>

## Vaughan Vision 2020 Strategic Planning Update on Performance Measures and Dashboard

PKI – November 25, 2013

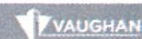


### Presentation Outline

1. **Introduction** - Report and Presentation Purpose
2. **Background** - What have we done?
3. **Performance Measures** – Operational and Strategic Measures
4. **Dashboard** – Requirements and Process
5. **Next Steps** - Where do we need to go?



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## Introduction

### Purpose:

- To provide an update on the Performance Measurement Strategic Priority Initiative
- To present the proposed Strategic Measures
- Update on Performance Measurement Dashboard
- Discuss next steps



## Performance Measures – VV 2020

- Integral part of any strategic plan framework is to be able to measure strategic goal attainment
- Performance Measures support the Strategic Plan – monitor progress
- Ongoing process of collecting data and key indicators that measure progress towards achieving objectives in the strategic planning process
- It provides a way to see if the City's strategy is working as well as a common language for communication.



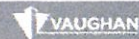
## Performance Measurement Background

- Informs the Budget and Results-based Business Planning Processes
- Improves Performance
  - best practices, benchmarking, innovation
  - information used to enhance decision making process
- Empowers Employees – focus on results, not activities
- Tell the Story - accountability to the citizens of Vaughan, demonstrating value for tax dollars



## Vaughan Performance Measurement

- Performance Measures separated into **Operational** and **Strategic** measures
- **Operational Measures** – each department has selected performance metrics specific to its operations
  - Operational Measures identify Effectiveness, Efficiency, and Service Quality
- **Strategic Measures** – overarching metrics that provide context to how well the City is doing overall
  - Strategic Measures align to VV2020 Goals and objectives



## Operational Measures



### Initial Assessment of Performance Measures What Vaughan Does Well

- Most services have linked Key Results and Outcomes to Vaughan Vision 2020 and Departmental Objective(s)



### Identified Improvement Areas

- Performance measures mainly workload statistics
- Few bona fide service quality and effectiveness measures
- Measures mostly based on easy-to-collect or already-collected data
- Some departments lacking indicators



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## Operational Measures

Summer  
2013

### Assessment of Vaughan's existing operational performance measures

- Met with all departments for a discussion on Operational measures
- Operational Measures for each department now include ones for Efficiency, Effectiveness, and Service Quality
- New operational measures selected and divided into two groups: Management and Dashboard



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## Strategic Measures

Summer  
2013

- Development of VV2020 definitions for goals and themes
  - Generated at July 29 Corporate Performance Measurement Steering Committee Meeting
  - Assessed a sampling of metrics
  - Discussion on the sample metrics and identification of additional strategic metrics
  - Draft measures developed for each Strategic Goal and Theme (See Attachment 1)



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## Dashboard Definition

*A dashboard is a visual display of the most important information needed to achieve one or more objectives; consolidated and arranged on a single screen so the information can be monitored at a glance.*



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## Dashboards 101

- Easy to absorb visual display (often on single screen like a pilot's cockpit)
- Graphical current "snapshot" & trend history of an organization's Key Performance Indicators, Balanced Scorecard etc.
- Real-time user interface
- Drill down capabilities...multiple levels of dashboard detail
- Business intelligence/analytics capabilities



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## Dashboards 101

- Numerous commercial Dashboard products available
- Dashboards sit on top of City existing platforms and can incorporate other desired systems.



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## Dashboard - System Requirements

- Data acquisition that supports import/export from legacy systems and XML spreadsheet interface
- Security / User Rights that can be assigned to individuals or groups
- Intuitive and easy to use (e.g. stoplight system, drill down capability)
- Scalable, flexible report formats
- Easy to install and maintain
- Accessible via PC or web
- Architecture that aligns with Vaughan network architecture on standard platforms and protocols, automates tasks (e.g. red light alerts)



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## Dashboard Vendor Considerations & Implementation

- Experience in a government environment, preferably at the municipal level
- Demonstrated ability to successfully implement (e.g. unlimited access to technical help desk, training, implementation support by vendor is part of the contract, etc.)
- Active client feedback program
- Predefined, guaranteed cost
- Continuous education and training (e.g. user conferences, seminars, web based training)
- Established, financially secure



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## Performance Measurement Dashboard

- RFP Issued in August 2013
- Five proposals received
- Short-listed two for interview, demo and presentation
- Interviews conducted October 22, 2013
- Preferred vendor identified



## Next Steps

- Proceed to continue to work with staff on refining and finalizing strategic measures
- Begin working with consultant to develop Performance Measurement Dashboard and use new metrics for rollout in 2014/15
- Holding working sessions and/or focus groups with citizens and staff with revised measures and dashboard
- Pilot dashboard with citizens and staff
- Revise and finalize measures and dashboard



## Dashboard Examples

Durham, North Carolina



<http://www.durhamnc.gov/strategicplan/goals/index.cfm>

Charlottesville, Virginia

Charlottesville Measures Up!



<http://www.charlottesville.org/clearpoint.aspx>



## Dashboard Examples

Edmonton, Alberta



<https://dashboard.edmonton.ca/>

Boston, Massachusetts



<http://www.cityofboston.gov/bar/scorecard/reader.html>



## Dashboard Demo For Vaughan

Scenario: - Steps: - Objectives: - Initiatives: - Action Items: -  
 Vaughan Vision 2020  
 14250 - 1471220  
 Overview: -

**Vaughan Vision 2020**  
 LOOKING TO OUR FUTURE



<https://www.clearpointstrategy.com/promo/login/>



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