

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 23, 2013**

Item 2, Report No. 2, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on April 23, 2013.

## **2                    VAUGHAN VISION 2020 STRATEGIC GOALS AND THEMES DEFINITIONS**

The Priorities and Key Initiatives Committee recommends approval of the recommendation contained in the following report of the City Manager, Commissioner of Strategic and Corporate Services and Senior Manager of Strategic Planning, dated March 18, 2013, subject to the following amendments to Attachment 1, “Draft Vaughan Vision 2020 Strategic Goals and Themes Definitions”:

1. That under ‘Strategic Goal: Service Excellence’ the first Strategic Theme be replaced with the following:

**“Demonstrate Excellence in Service Delivery – Consistently achieving service levels based on Council established standards and practices and by promoting a service culture.”**

2. That under ‘Strategic Goal: Organizational Excellence’ the first Strategic Theme be replaced with the following:

**“Ensure a High Performing Organization – Be responsive and innovative at what we do by integrating strategy, people, and processes.”**

### **Recommendation**

The City Manager, Commissioner of Strategic and Corporate Services and Senior Manager of Strategic Planning in consultation with the Senior Management Team recommends:

1. That Attachment 1 Draft Vaughan Vision 2020 Strategic Goals and Themes Definitions, be approved.
2. That the report be received.

### **Contribution to Sustainability**

The Vaughan Vision 2020 strategic plan contains a strategic theme “Lead & Promote Environmental Sustainability” which the Green Directions Community Sustainability and Environmental Master Plan is linked.

### **Economic Impact**

N/A

### **Communications Plan**

Upon Council approval of the definitions for the strategic goals and themes they will be incorporated into a revised Vaughan Vision 2020 document to be printed later this year. Further, the revised document will be posted on the City’s website.

### **Purpose**

This report presents the definitions for the Vaughan Vision 2020 strategic goals and themes. Further, it also completes a first step in the implementation of the priority strategic initiative

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“Further Evolve Performance Indicators”. The definitions will guide the development of strategic performance indicators as part of the aforementioned initiative.

#### **Background - Analysis and Options**

To clarify terminology, a strategic vision is a description of the desired future for the City. A strategic goal is a qualitative statement that describes what needs to be accomplished in order to achieve the strategic vision. A strategic theme is a measureable step that lead to the achievement of goals.

Defining the strategic goals and themes is an essential step in obtaining organizational clarity and a common understanding of the Vaughan Vision 2020 strategic plan. It is also an initial step in the development and implementation of a performance measurement dashboard system which has been identified as a high priority strategic initiative.

Council has approved the City’s Vaughan Vision 2020 strategic plan. As part of this plan, appropriate wording for the strategic goals and objectives were developed. The plan was most recently revised and approved by Council on June 28, 2011. Some of the wording for the goals and themes were tweaked during this process. This report presents the definitions for the revised strategic goals and themes. A common understanding through the definitions is necessary before we develop performance indicators.

The process for developing definitions began with staff engagement through a series of workshops held on November 7<sup>th</sup> and 10<sup>th</sup> 2011. Approximately 150 union and non-union staff from various departments across the City were consulted. As well, on September 14, 2012 the draft definitions were presented at the SMT/Directors workshop for feedback and input to further refine the wording. Also at a Council/SMT Education and Training Session on February 4, 2013 participants learnt about the link between definitions and the creation of performance measures which will ultimately be used when communicating progress on the Vaughan Vision 2020 goals and themes.

As can be seen in Attachment 1, there are three strategic goals: Service Excellence, Organizational Excellence and Staff Excellence. The proposed definitions for these goals are:

- Service Excellence- “Service levels consistent with citizen needs”
- Organizational Excellence- “High performance through continuous improvement”
- Staff Excellence- “People supporting each other”

Under each of these goals are a number of themes which provide a more defined scope for the goals. Further, the definitions will provide an important step in the development and implementation of a performance measurement dashboard system. This priority initiative is currently underway with the procurement of external consulting support expected to be completed at the end of March. The consultant will support a cross functional staff committee who will develop and evaluate proposals for a performance measurement system. This task is expected to be completed by Q4/13 with system implementation in 2014.

#### **Relationship to Vaughan Vision 2020/Strategic Plan**

The definitions of the strategic goals and themes is an integral part of the Vaughan Vision 2020 strategic plan. Definitions facilitate understanding for stakeholders of the vision and how it is going to be achieved. Further, staff have a clearer sense of their individual roles in supporting the plan.

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**Regional Implications**

N/A

**Conclusion**

This report recommends definitions for the Vaughan Vision 2020 strategic goals and themes.

**Attachment**

1. Attachment 1- Draft Vaughan Vision 2020 Strategic Goals and Themes Definitions

**Report prepared by:**

Thomas Plant MBA, MPA  
Senior Manager of Strategic Planning

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

## **PRIORITIES AND KEY INITIATIVES COMMITTEE – MARCH 18, 2013**

### **VAUGHAN VISION 2020 STRATEGIC GOALS AND THEMES DEFINITIONS**

#### **Recommendation**

The City Manager, Commissioner of Strategic and Corporate Services and Senior Manager of Strategic Planning in consultation with the Senior Management Team recommends:

1. That Attachment 1 Draft Vaughan Vision 2020 Strategic Goals and Themes Definitions, be approved
2. That the report be received

#### **Contribution to Sustainability**

The Vaughan Vision 2020 strategic plan contains a strategic theme “Lead & Promote Environmental Sustainability” which the Green Directions Community Sustainability and Environmental Master Plan is linked.

#### **Economic Impact**

N/A

#### **Communications Plan**

Upon Council approval of the definitions for the strategic goals and themes they will be incorporated into a revised Vaughan Vision 2020 document to be printed later this year. Further, the revised document will be posted on the City’s website.

#### **Purpose**

This report presents the definitions for the Vaughan Vision 2020 strategic goals and themes. Further, it also completes a first step in the implementation of the priority strategic initiative “Further Evolve Performance Indicators”. The definitions will guide the development of strategic performance indicators as part of the aforementioned initiative.

#### **Background - Analysis and Options**

To clarify terminology, a strategic vision is a description of the desired future for the City. A strategic goal is a qualitative statement that describes what needs to be accomplished in order to achieve the strategic vision. A strategic theme is a measureable step that lead to the achievement of goals.

Defining the strategic goals and themes is an essential step in obtaining organizational clarity and a common understanding of the Vaughan Vision 2020 strategic plan. It is also an initial step in the development and implementation of a performance measurement dashboard system which has been identified as a high priority strategic initiative.

Council has approved the City’s Vaughan Vision 2020 strategic plan. As part of this plan, appropriate wording for the strategic goals and objectives were developed. The plan was most recently revised and approved by Council on June 28, 2011. Some of the wording for the goals and themes were tweaked during this process. This report presents the definitions for the revised strategic goals and themes. A common understanding through the definitions is necessary before we develop performance indicators.

The process for developing definitions began with staff engagement through a series of workshops held on November 7<sup>th</sup> and 10<sup>th</sup> 2011. Approximately 150 union and non-union staff from various departments across the City were consulted. As well, on September 14, 2012 the draft definitions were presented at the SMT/Directors workshop for feedback and input to further refine the wording. Also at a Council/SMT Education and Training Session on February 4, 2013 participants learnt about the link between definitions and the creation of performance measures which will ultimately be used when communicating progress on the Vaughan Vision 2020 goals and themes.

As can be seen in Attachment 1, there are three strategic goals: Service Excellence, Organizational Excellence and Staff Excellence. The proposed definitions for these goals are:

- Service Excellence- "Service levels consistent with citizen needs"
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Under each of these goals are a number of themes which provide a more defined scope for the goals. Further, the definitions will provide an important step in the development and implementation of a performance measurement dashboard system. This priority initiative is currently underway with the procurement of external consulting support expected to be completed at the end of March. The consultant will support a cross functional staff committee who will develop and evaluate proposals for a performance measurement system. This task is expected to be completed by Q4/13 with system implementation in 2014.

#### **Relationship to Vaughan Vision 2020/Strategic Plan**

The definitions of the strategic goals and themes is an integral part of the Vaughan Vision 2020 strategic plan. Definitions facilitate understanding for stakeholders of the vision and how it is going to be achieved. Further, staff have a clearer sense of their individual roles in supporting the plan.

#### **Regional Implications**

N/A

#### **Conclusion**

This report recommends definitions for the Vaughan Vision 2020 strategic goals and themes.

#### **Attachment**

1. Attachment 1- Draft Vaughan Vision 2020 Strategic Goals and Themes Definitions

**Report prepared by:**

Thomas Plant MBA, MPA  
Senior Manager of Strategic Planning

Respectfully submitted,

Clayton Harris CA  
City Manager

Joseph Pittari  
Commissioner of Strategic and Corporate Services

Thomas Plant MBA, MPA  
Senior Manager of Strategic Planning

# Draft Vaughan Vision 2020

## Strategic Goals and Themes Definitions

### Strategic Goal: Service Excellence

**Service Excellence:** Service levels consistent with citizen needs

#### Strategic Themes

**Demonstrate Excellence In Service Delivery** – Consistently achieving service levels based on Council established standards and practices.

**Promote Community Safety, Health, & Wellness** – Actively promoting healthy lifestyles to encourage a high quality of life and the well-being and safety of residents.

**Lead & Promote Environmental Sustainability** – Committed to protecting and enhancing the natural and built environments through the efficient use of resources.

**Preserve Our Heritage & Support Diversity, Arts & Culture** – A welcoming city that supports a vibrant arts community, with diverse heritage and cultural initiatives.

### Strategic Goal: Organizational Excellence

**Organizational Excellence:** High performance through continuous improvement

#### Strategic Themes

**Ensure a High Performing Organization** – Be great at what we do by integrating strategy, people, and processes.

**Manage Corporate Assets** – Continuous assessment of infrastructure requirements to ensure a sustainable future.

**Ensure Financial Sustainability** – Using financial resources wisely by making informed decisions that take into consideration the affect on the current and future operations of the City.

**Manage Growth and Economic Well Being** – Creating a positive environment that encourages innovation and prosperity.

### Strategic Goal: Staff Excellence

**Staff Excellence:** People supporting each other

#### Strategic Themes

**Demonstrate Effective Leadership** – Engaging staff by encouraging collaboration for positive results.

**Value & Encourage a Highly Motivated and Engaged Workforce** – Recognize and promote the Corporate values of Respect, Accountability and Dedication.

**Attract, Retain, & Promote Skilled Staff** – Make Vaughan an employer of choice.

**Support the Professional Development of Staff** – Investing in staff development to create a culture of continuous learning.