

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 30, 2012**

Item 1, Report No. 5, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on October 30, 2012.

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

**The Priorities and Key Initiatives Committee recommends:**

- 1) That Attachment 1, Draft Vaughan Vision 2020 Strategic Goals and Themes Definitions, contained in the following report of the Commissioner of Strategic and Corporate Services and the Senior Manager of Strategic Planning, dated October 22, 2012, be received;**
- 2) That staff report back to an education session with respect to the comments raised by Members of Council; and**
- 3) That the presentation of the Commissioner of Strategic and Corporate Services and the Senior Manager of Strategic Planning, and C1, presentation material dated October 22, 2012, be received.**

#### **Recommendation**

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

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

#### **Contribution to Sustainability**

Green Directions is the City's Community Sustainability and Environmental Master Plan. The Vaughan Vision 2020 strategic plan aligns with it through the strategic theme "Lead & Promote Environmental Sustainability".

#### **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.

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 30, 2012**

#### **Item 1, Priorities Report No. 5 – Page 2**

##### **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 measurable step that lead to the achievement of goals.

Defining the strategic goals and themes is an essential step in obtaining organizational clarity and 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.

In December 2007 Council 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 subsequently revised and approved by Council on June 28, 2011. Some of the wording for the goals and themes were tweaked during this process. As a result, this report presents modified terminology and definitions for the revised strategic goals and themes.

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. The results of these sessions have been incorporated into Attachment 1 of this report.

As can be seen in Attachment 1, there are three strategic goals: Service, Organizational and Staff Excellence. The proposed definitions for these goals are: Service Excellence "Service levels that meet citizen needs", Organizational Excellence "High performing through continuous improvement", and Staff Excellence "People dedicated to 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. At future meetings of the Priorities and Key Initiatives committee, reports will be tabled outlining in detail, the progress in achieving the project milestones.

##### **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

**CITY OF VAUGHAN**

**EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 30, 2012**

Item 1, Priorities Report No. 5 – Page 3

**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.)

# Vaughan Vision 2020 Strategic Goals and Themes Definitions

Joseph Pittari & Thomas Plant

PKI Committee

October 22, 2012

CI  
COMMUNICATION  
CW - PKI  
ITEM - 1  
October 22, 2012

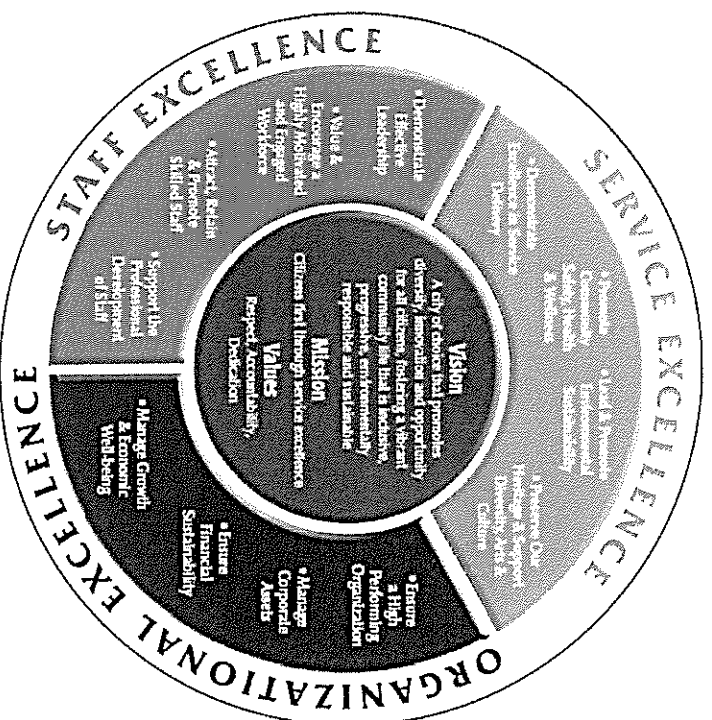
# Why Vaughan Vision 2020 Definitions?

- Ensure a 'living' strategic plan which clearly defines its goals and themes and facilitates staff understanding how their job supports the VV 2020
- Priority initiative "Further evolve performance indicators" will involve all management levels in the organization collaborating on developing a dashboard of strategic and operational measures
- Strengthen linkage between Corporate initiatives and "Relationship to Vaughan Vision 2020" component in Corporate report

# VV2020 Definition Work to Date

- Staff workshops held on November 7<sup>th</sup> and 10<sup>th</sup>, 2011 to receive input on defining strategic goals
- Presentation to SMT/Directors workshop on September 14, 2012
- Input received from 175 staff from all City departments, SMT and Directors

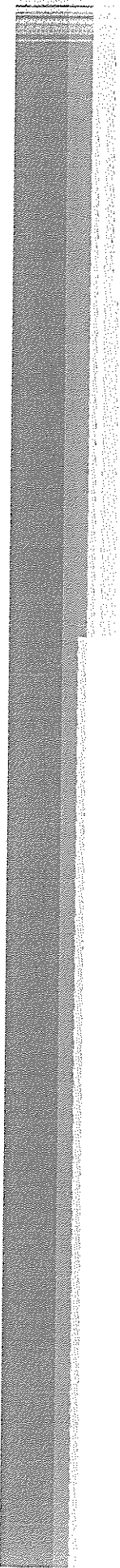
# Vaughnan Vision 2020



**Strategic Vision:** Description of the desired future for City

**Strategic Goal:** Describes what needs to be accomplished to achieve the vision

**Strategic Theme:** Measurable step that leads to the achievement of the goals



# VV2020 Proposed Goal Definitions

## **Service Excellence:**

Service levels that meet citizen needs

## **Organizational Excellence:**

High performing through continuous improvement

## **Staff Excellence:**

People dedicated to each other

# VV2020 Proposed Theme Definitions

## Strategic Goal: Service Excellence

**Service Excellence: Service levels that meet citizen needs**

### *Strategic Themes*

**Demonstrate Excellence In Service Delivery** – Consistently achieving service levels.

**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 environment.

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

# VV2020 Proposed Theme Definitions

## **Strategic Goal: Organizational Excellence**

### **Organizational Excellence: High performing through continuous improvement**

#### *Strategic Themes*

**Ensure a High Performing Organization** – Being great at what we do.

**Manage Corporate Assets** – Ongoing assessment of Corporate infrastructure requirements to inform decision making for a sustainable future.

**Ensure Financial Sustainability** – Using taxpayer funds 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.

# VV2020 Proposed Theme Definitions

## Strategic Goal: Staff Excellence

**Staff Excellence: People dedicated to 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** – Vaughan is seen as an employer of choice.

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



# Key Discussion Questions

1. Are the proposed definitions easy to understand?
2. Do they capture the intention behind the strategic goals and themes?

## Next Steps

- Approval of Vaughan Vision 2020 goals and themes definitions
- Discussion with SMT on high level project steps and timelines related to performance measures strategic initiative
- Report to PKI Committee on project plan for performance measures strategic initiative

## **PRIORITIES AND KEY INITIATIVES COMMITTEE – OCTOBER 22, 2012**

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

#### **Recommendation**

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

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

#### **Contribution to Sustainability**

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#### **Economic Impact**

N/A

#### **Communications Plan**

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#### **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**

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Defining the strategic goals and themes is an essential step in obtaining organizational clarity and 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.

In December 2007 Council 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 subsequently revised and approved by Council on June 28, 2011. Some of the wording for the goals and themes were tweaked during this process. As a result, this report presents modified terminology and definitions for the revised strategic goals and themes.

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. The results of these sessions have been incorporated into Attachment 1 of this report.

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#### **Regional Implications**

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#### **Conclusion**

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#### **Attachment**

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**Report prepared by:**

Thomas Plant MBA, MPA  
Senior Manager of Strategic Planning

Respectfully submitted,

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 that meet citizen needs

#### Strategic Themes

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