



**2018-2022
Term of Council
Service Excellence
Strategic Plan**

**YEAR 4
KEY RESULTS**



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MESSAGE FROM THE Mayor

Vaughan’s strategic planning reflects our shared commitment to putting residents first. It is hopeful, collaborative and forward-looking; it serves as a guide to ensuring our City’s momentum continues, our residents and businesses thrive and municipal government remains transparent and accountable to the people it serves.

These goals were captured in the 2018-2022 Term of Council Service Excellence Strategic Plan, which laid the foundation for a strong and prosperous community today, and for future generations.

Vaughan has made tremendous strides in its city-building efforts, focusing on providing an exceptional standard of living where everyone can thrive.

Our economy is strong; our city is inclusive and diverse; our quality of life is second to none. We will continue working hard to ensure Vaughan remains a community of which we can be proud.

Steven Del Duca
Mayor, City of Vaughan

MESSAGE FROM THE City Manager



The 2018-2022 Term of Council Service Excellence Strategic Plan has been our road map for working together to achieve Council-approved priorities that shape our city’s future.

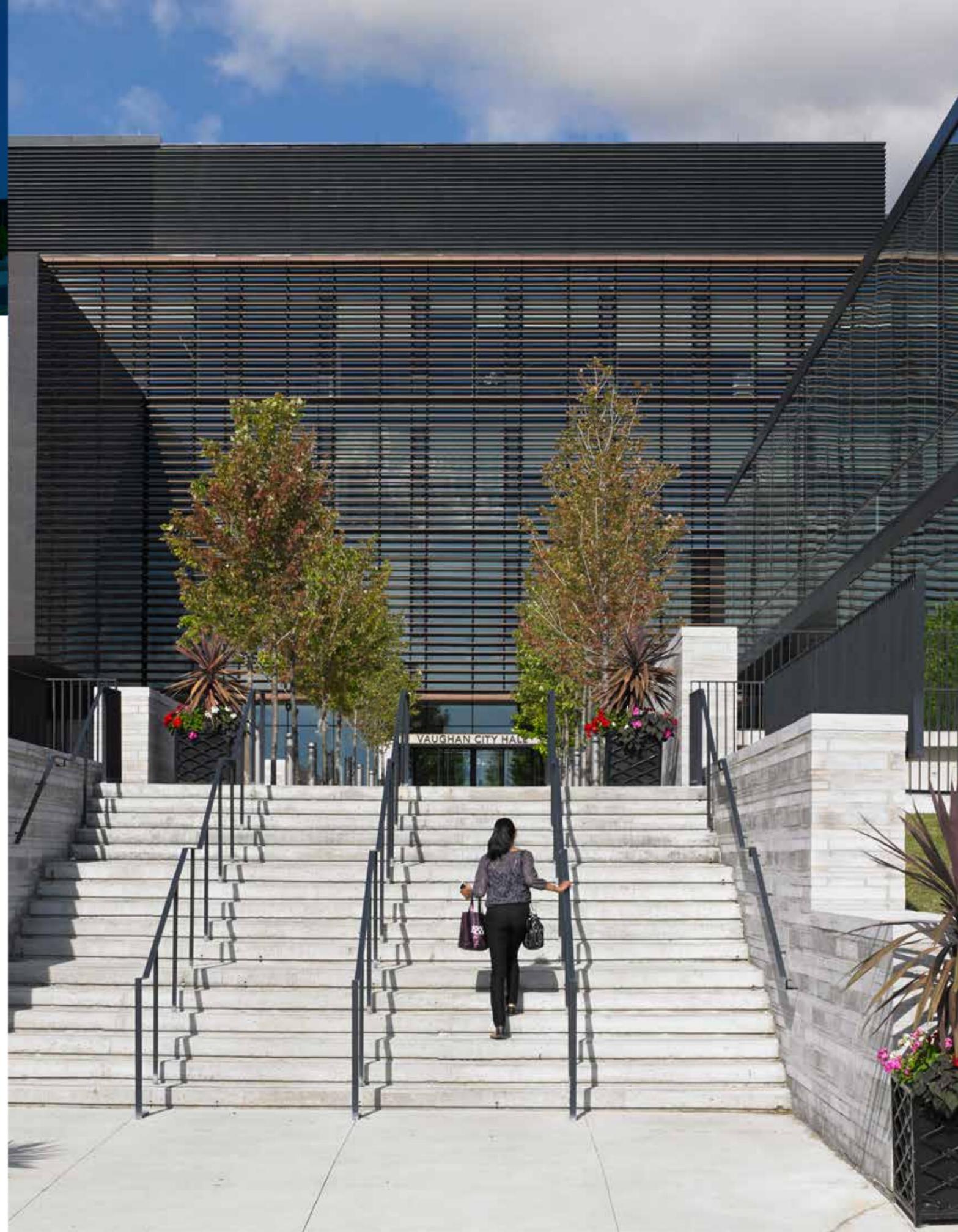
City staff embrace opportunities each day that make the organization stronger, more resilient, innovative and agile and leverage new ways of doing business. Thanks to these efforts, significant progress has been made in all priority areas – from transportation and mobility, city building, and environmental stewardship to active, safe and diverse communities, economic prosperity, investment and social capital, and good governance.

I am pleased to recognize City staff – today and every day – for rising to the challenge to advance key projects, provide vital programs and services and deliver Service Excellence. This collaboration is preserving and enhancing the quality of life in Vaughan.

On behalf of the entire Senior Leadership Team – Executive, I would also like to thank Members of Council for their ongoing support and direction.

Nick Spensieri
City Manager





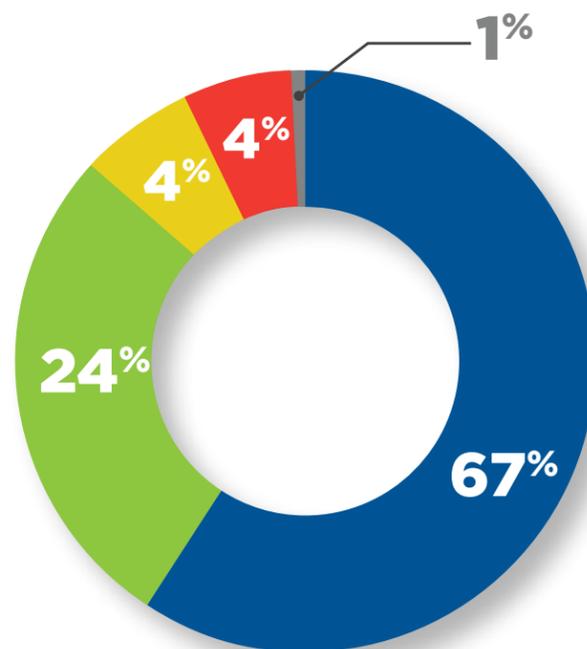
The following provides a status and progress report with highlights of Year Four (December 2021 to December 2022) key results achieved relating to the City's key activities under each Strategic Priority objective statement.

HIGHLIGHTS

In 2022, the City successfully concluded the 2018-2022 Term of Council Service Excellence Strategic Plan. Of the 108 key strategic activities, 72 (67 per cent) have been completed, 26 (24 per cent) remain on target/in progress, five (four per cent) are being monitored given project adjustments, four (four per cent) are under review, and one (one per cent) did not start.

2018-2022 Term of Council Service Excellence Strategic Plan Key Activities (108 Key Activities)

- Complete
- On target/ In Progress
- Monitoring
- Under Review
- Not Started





The following 72 activities are complete.

Activities completed in 2019:

- Co-ordinated with other levels of government on the York Region Bus Rapid Transit (Highway 7, Centre Street and Bathurst Street)
- Completed the Pedestrian and Cycling Master Plan Update
- Completed the review of Green Directions Vaughan
- Attracted a post-secondary institution to Vaughan
- Promoted Vaughan's City-building Projects through Mayor and Members of Council attending the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce
- Established Alternative Work Arrangements policy and procedures
- Created and developed the Great Walks of Vaughan Program
- Advanced missing links at Bass Pro Mills from Romina Drive to Jane Street
- Developed a Senior Leadership Team Governance Model

Activities completed in 2020:

- Completed Kirby Road, from Dufferin Street to Bathurst Street (Environmental Assessment)
- Facilitated the completion and opening of the new Cortellucci Vaughan Hospital
- Established an Enterprise Project and Change Management Office
- Delivered Clark Avenue Active Transportation Facility (multimodal transportation, operational and road safety improvements)
- Completed land acquisition for Fire Station 7-11
- Opened Fire Station 7-4
- Implemented Phase 2 of the Talent Management System to all staff

Activities completed in 2021:

- Initiated MoveSmart Mobility Management Strategy
- Completed Highway 427 Extension (construction)
- Completed the Vaughan Healthcare Precinct Feasibility Study
- Opened a new branch of Vaughan Public Libraries at the Cortellucci Vaughan Hospital
- Delivered an Asset Management Plan for the City's Urban Forests
- Designed the new community centre, library and park in the Carrville area
- Developed and implemented a City-wide Events Intake Process
- Inclusion Charter Action Plan
- Advanced the development of an inclusive citizen engagement framework
- Completed land acquisition for Fire Station 7-12
- Conducted Ward Boundary Review
- Explored Voting Technology
- Established an Audit Committee
- Completed the Strategic Asset Management Policy and Asset Management Plans for core assets
- Developed and implemented a Succession Planning Framework

Completed in 2022:

- Kirby Road widening, Jane Street to Dufferin Street, Environmental Assessment
- Huntington Road widening design
- Kirby Road extension design, Dufferin Street to Bathurst Street
- Bass Pro Mills Drive extension, Hwy 400 to Weston Road, Environmental Assessment
- Langstaff Road Environmental Assessment
- Further development of Edgeley Park Design
- Completed trail improvements at North Maple Regional Park
- Opened new library and recreation space in the VMC
- Promoted energy efficiency – 2021 Smart 50 Award for Smart Cities projects
- Promoted green building for new developments and met new energy efficiency targets in City facilities
- Pruned approximately 22,300 trees as part of the Tree Maintenance program
- Council approved the Age-Friendly Community Action Plan
- Provided comprehensive fire protection program through public education and fire code enforcement
- Selected site for Fire Station 7-12
- Implemented recommendations from the School Crossing Guard Program review – Active School Travel Project
- Advanced Smart City and technology-led economic development opportunities – Smart City Task Force
- Invested in the Tourism and Accommodation Industry
- Engaged the Vaughan business community and regional partners to strengthen networks, build relationships, and make business and labour connections to regional and international networks
- Built economic resiliency in Vaughan's priority sectors
- Developed Vaughan as an entrepreneurial, small-business and innovation hub
- Promoted Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centres (International Business Development)
- Promoted the development of Vaughan's Industrial Sectors and Business Parks
- Increased Vaughan's brand recognition as the place to be (to Think, Start-up, Invest and Visit)
- Contributed to the development of a complete community in the VMC
- Secured Vaughan as the Region's largest employment centre
- Implemented voting technology
- Executed the Internal Audit Risk Plan
- Developed a Long-Range Fiscal Plan and Forecast
- Refined fiscal framework policies to support financial sustainability
- Completed the Strategic Asset Management Policy and Asset Management Plans
- Generated alternative revenue sources through city-wide sponsorship, advertising, and grants
- Conducted the Citizen Survey
- Implemented the Customer Relationship Management System
- Implemented Digital Strategy Initiatives
- Implemented the new vaughan.ca website
- Developed a Data Management and Data Analytics framework
- Established a Corporate Performance Measurement program and related performance dashboards
- Led the DAAP Modernization Development Planning portal
- Completed the Public Works Service Level review
- Supported Innovation Framework
- Established a Strategic Innovation and Process Improvement function to create a culture of continuous improvement (leverage existing and new technology and systems)

Activities being monitored:

The following five activities are currently being monitored as they have been modified from their original project timelines due to project delays, stakeholder interdependencies, and/or COVID-19-related impacts:



Transportation and Mobility

- Canada Drive and America Avenue Bridge
- Huntington Road ramp extension
- University of Toronto Internet of Things initiative
- Highway 413 (formerly GTA West) multimodal transportation corridor Environmental Assessment
- Major Mackenzie Drive widening (adjacent to hospital)

Activities under review/reassessment or not yet started:

The following four activities are under review or being reassessed:

- Home energy renovation initiative to reduce GHG emissions from residential dwellings
- Fire Station 7-2 – Feasibility study
- Develop an Enterprise Risk Management (ERM) Program
- Talent Management System Phase 3 implementation – Performance Management module for all staff

The following program was not started due to resource constraints:

- Implement an Open Data Program

Overview of Key Activities



Transportation and Mobility

Major strides were made to help improve the flow of traffic around the city in 2022, including the launch of the Mobility OnRequest Pilot Project with Metrolinx and York Region Transit. Important environmental assessment studies were completed including Kirby Road widening EA and Bass Pro Mills EA. York Region completed the Langstaff Road EA. Design for the Kirby Road extension from Dufferin Street to Bathurst Street was completed and the tender to procure a Design-Build contractor was released. The expansion of the Rutherford GO station was completed, including a new parking structure, Rutherford Road widening to six lanes adjacent to the station and the track grade separation from Rutherford Road. Work on the Vaughan Super Trail initiative continues with several key accomplishments in 2022, including public workshops, online outreach, focus group sessions and public open house events as part of the Bartley Smith Greenway Feasibility Study; starting design of segments of the Humber Trail; collaboration with York Region on the South York Greenway feasibility study; and securing a critical bridge link over Major Mackenzie Drive, south of the Maple GO station. The City advanced more than 130 kilometers of all ages and abilities active transportation infrastructure projects in 2022.



City Building

The David Braley Vaughan Metropolitan Centre of Community officially opened in June 2022 and includes the Vaughan Studios and Event Space, the VMC Library, VMC Express Library, and a YMCA recreation facility. Work continues at the North Maple Regional Park including

environmental restoration for 130 acres of land, completion of trail improvements and preparation for future site expansion. The City continues to participate in York Region's Municipal Housing Working Group and work on the City's Official Plan Review Housing Background Paper and Affordable Housing Strategy. Work is progressing to advance the Growth Management Strategy and Official Plan Review, with the Promenade Centre Secondary Plan completed and other infrastructure master plans studies proceeding.



Environmental Stewardship

The LED Streetlight Program, which commenced in 2020 and was completed in 2022, included the installation of approximately 25,500 LED streetlights. The LED lights use approximately 50 per cent less energy compared to the previous bulbs. The City also received the 2021 Smart 50 Award, honouring the 50 most innovative and transformative municipal scale Smart Cities projects globally. A new environmental stewardship program, Green Guardians, was launched in 2022 that encourages resident and business participation in activities to help keep Vaughan safe, clean and beautiful.



Active, Safe and Diverse Communities

Projects in 2022 included revitalization of the Garnet A. Williams Community Centre, opening of library and recreation space in the VMC, development of the Great Walks of Vaughan Program, opening of Fire Station 7-4, and advancing the Age-Friendly Community Action Plan, Inclusive Citizen Engagement Framework, and Inclusion Charter Action Plan. The City received Rick Hanson Foundation

Accessibility Certification (RHFAC) designations for 11 City facilities, bringing the total of RHFAC designated municipally owned facilities to 21, of which nine are Gold certifications. The City unveiled its first rainbow crosswalk at City Hall during Pride Month 2022. The City received a 2022 Canadian HR Award for Excellence in Diversity and Inclusion, reflecting the City's innovation and leading best practices. The City continues to develop creative and cultural amenities and nurture community engagement through co-ordinating cultural event celebrations such as Black History Month, International Women's Day, Culture Days and others. At Camp Molly, 35 young women aged 15 to 18 years learned what a career in fire services is like at the Vaughan Fire and Rescue Service training facility.



Economic Prosperity, Investment and Social Capital

In progressing key activities, the City helped support the economy as it surpassed pre-pandemic GDP and employment performance reaching nearly \$25 billion in economic activity and more than 235,000 jobs. Key milestones were achieved in advancing smart city and technology-led economic development opportunities including completion of the Smart City Task Force and Move Smart Strategy. Opening Transit Square's PXL Gallery helped progress the City's Public Art program.



Good Governance

Executed the 2022 Municipal Election including the adoption of internet advanced voting. The Long-Range Fiscal Model and Plan was presented to Council and helped inform the 2023 Budget and 2024-2026 Financial Plan. Developed the Asset Management Plan for non-core assets, which is a key component for budgeting and long-range planning. Implementation of the Finance Modernization program continued

and an RFI issued for the Enterprise Content Management system. The City continued to explore alternative revenue sources through city-wide sponsorships, advertising and grants, such as installing revenue-generating digital billboards on city property, the Grow with Vaughan horticultural sponsorship program, local community sponsorships for the Canada Soccer Toyota National Championship and several successful grant applications including the Canada Summer Job program.



Service Excellence

The City's new Service Vaughan Strategy was launched including the transformation of the counter service delivery at City Hall. Completed the Customer Relationship Management (CRM) System implementation for Parks, Forestry and Horticulture Operations and Roads Operations and Winter Maintenance, including integration with the Road Patrol Solution; Implementation began with Development Engineering. Several Digital Strategy initiatives were implemented to support IT infrastructure and security enhancements, as well as updates to the citizen portal for online payments and development planning applications and a broad selection of initiatives that improved staff efficiencies and effectiveness. The City launched its succession planning and leadership development program with the first cohort of Emerging Leaders. The City enhanced its business intelligence and analytic capabilities with an updated data management policy and roll-out of a data analytics Community of Practice. The Wellness@ Vaughan Committee was formed to increase awareness of the City's Wellness Strategy, provide resources and encourage staff participation in wellness initiatives.

The following provides a status/progress update for all 108 key activities under each strategic priority area.

TRANSPORTATION AND MOBILITY

STRATEGIC GOAL STATEMENT:

To be a fully-connected and integrated community, the City will undertake initiatives to improve the municipal road network, support the development of transit and increase cycling and pedestrian infrastructure.



✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ◐ Not started

STATUS	KEY ACTIVITY	COMMENTS
✓	Transportation and Infrastructure Task Force	Completed

OBJECTIVE: Improve Local Road Network

STATUS	KEY ACTIVITY	COMMENTS
Develop transportation management strategy		
●	Vaughan Transportation Plan	On Target/In Progress Public and stakeholder consultation is complete; final report is underway.
✓	MoveSmart Mobility Management Strategy	Completed Strategy endorsed by Council in 2021.
Advance capital road improvements		
✓	Kirby Road widening, Jane Street to Dufferin Street – Environmental Assessment	Completed Environmental Assessment completed in July 2022. Specific improvements were determined to accommodate the current and future transportation needs.
✓	Huntington Road widening – Design	Completed Detailed design completed in 2022. Huntington Road Land acquisition and construction are deferred.
Advance missing links		
✓	Kirby Road extension, Dufferin Street to Bathurst Street – Design	Completed The RFP was released in 2022 for the Kirby Road construction.
✓	Kirby Road, Dufferin Street to Bathurst Street – Environmental Assessment	Completed Completed in 2020.
✓	Bass Pro Mills Drive, Romina Drive to Jane Street	Completed Completed in 2019.
✓	Bass Pro Mills Drive extension from Hwy 400 to Weston Road – Environmental Assessment	Completed EA completed the public review period in September 2022. The preferred design will redistribute east-west traffic.
●	Canada Drive-America Avenue Bridge (formerly North Maple Community Bridge)	Monitoring Project is delayed. Communications with the Ministry of Transportation are ongoing.

✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ◐ Not started

●	Huntington Road, ramp extension	Monitoring Construction completed in 2022 with a new street name Garnet William Way. Not yet opened pending curb-side work (MTO) and signal installation.
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Introduce innovative technologies

●	Mobility On-Request Pilot around GO Transit stations (partnership with Metrolinx and York Region Transit)	On Target/In Progress On-demand rideshare program launched in May 2022, bringing commuters to and from the Rutherford and Maple GO stations. Anticipated completion by 2023.
●	University of Toronto Internet of Things (IoT) initiatives	Monitoring The infrastructure has been set up with U of T; awaiting construction completion. Testing features and monitoring progress until ready to go live.

OBJECTIVE: Support Regional Transportation Initiatives

STATUS	KEY ACTIVITY	COMMENTS
Proactively co-ordinate with other levels of governments to support:		
●	Implementation of GO expansion	On Target/In Progress Co-ordinating with the Province on implementation of GO transit expansion.
●	Highway 413 (formerly GTA West) multimodal transportation corridor – Environmental Assessment study	Monitoring Staff continue to monitor.
✓	Highway 427 extension – construction	Completed Completed in 2021.
●	Yonge Subway extension – design	On Target/In Progress Continue to co-ordinate with higher levels of government to advance the Yonge North Subway extension.
✓	York Region Bus Rapid Transit (Hwy 7, Centre Street, Bathurst Street)	Completed Completed in 2019.
✓	Langstaff Road – Environmental Assessment	Completed Completed in 2022.

●	Teston Road missing link – Environmental Assessment	On Target/In Progress Continue to co-ordinate with other levels of government.
●	Major Mackenzie Drive widening adjacent to hospital – construction	Monitoring Contractor delays; anticipated completion in 2023.
●	Major Mackenzie Drive centre-turn lane widening	On Target/In Progress Work is continuing.



✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ◐ Not started

OBJECTIVE: Advance Active Transportation

STATUS	KEY ACTIVITY	COMMENTS
✓	Pedestrian and Cycling Master Plan Update	Completed Completed in 2019.
●	Advance the Vaughan Super Trail initiative	On Target/In Progress Several advancements were achieved in 2022 with projects continuing into the 2022-2026 Strategic Plan.
✓	Clark Avenue Active Transportation Facility	Completed Completed in 2021.

CITY BUILDING

STRATEGIC GOAL STATEMENT:

To build a world-class city, the City will continue its planning and development in support of key city-wide developments and initiatives that encompass good urban design and public spaces that foster community well-being.

✓ Completed
● On Target/In Progress
● Monitoring
▲ Under review
■ Not started

STATUS	KEY ACTIVITY	COMMENTS
✓	Hospital Precinct Task Force	Completed

OBJECTIVE: Develop the Mackenzie Vaughan Hospital Precinct

STATUS	KEY ACTIVITY	COMMENTS
✓	Facilitate the completion and opening of the new Cortellucci Vaughan Hospital	Completed The hospital opened in February 2021 to support the province's pandemic response and officially opened in June 2021 to the public.
✓	Complete the Vaughan Healthcare Precinct Feasibility Study	Completed In collaboration with Mackenzie Health, York University and ventureLAB, completed a feasibility study in 2021 that demonstrates the socio-economic benefit of a Vaughan Healthcare Precinct adjacent to the Cortellucci Vaughan Hospital as a destination for health and healthcare innovation, education and research.
✓	Open a new branch of Vaughan Public Libraries at the Cortellucci Vaughan Hospital	Completed Opened the new library in August 2021.





✓ Completed
 ● On Target/In Progress
 ● Monitoring
 ▲ Under review
 ■ Not started

OBJECTIVE: Develop the Vaughan Metropolitan Centre (VMC)

STATUS	KEY ACTIVITY	COMMENTS
●	Develop the VMC as a complete community	On Target/In Progress
●	Construction of Central Park Phase 1	On Target/In Progress Land for the Central Park was acquired, several milestones are in progress and construction facilitation is ongoing.
✓	Further Development of Edgeley Park - Design	Completed Design of Edgely Park is complete, further development is progressing with park opening by summer 2023.

OBJECTIVE: Elevate Quality of Life Through City Planning

STATUS	KEY ACTIVITY	COMMENTS
●	Undertake the City's Growth Management Strategy (Vaughan Vision 2051)	On Target/In Progress Work continues to advance various infrastructure master plans and studies to support the Growth Management Strategy.
●	Complete the City of Vaughan Official Plan Review	On Target/In Progress Significant progress has been made on the Official Plan Review in 2022 including finalization of background research and discussion papers, open houses and multiple rounds of public engagement. Draft policy directions were presented for review and discussion.
✓	Advance 900-acre vision for North Maple Regional Park	Completed Trail improvements at North Maple Regional Park were completed in 2022, including paving existing granular trails, adding seating, planting trees, enhancing signage and replacing the Nevada Park Bridge. Other work continues, including grading, environmental restoration, installation of underground services and road work in preparation for future site enhancements. Phases of construction will continue through 2023.
●	Work with York Region to increase availability and affordability of housing choices	On Target/In Progress The City continues to participate in York Region's Municipal Housing Working Group and continues to work on the City's Official Plan Review Housing Background Paper and Affordable Housing Strategy.
●	Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas	On Target/In Progress Work continues on multiple Secondary Plans, including completion of the Promenade Centre and ongoing work to complete the Concord GO Mobility Hub and Weston 7 and an update to the VMC Secondary Plan.
●	Co-ordinate the development of the Yonge-Steeles Corridor as a complete community	On Target/In Progress Phase 2 of the Yonge/Steeles Secondary Plan appeals was completed with work progressing on to Phase 3 and development applications processing and appeals continue.

ENVIRONMENTAL STEWARDSHIP

STRATEGIC GOAL STATEMENT:

To protect the environment and foster a sustainable future, the City will act as a steward to preserve the natural environment by encompassing principles of environmental protection into our social and economic initiatives.



✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ◼ Not started

OBJECTIVE: Protect and Respect Our Environment

STATUS	KEY ACTIVITY	COMMENTS
✓	Complete the review of Green Directions Vaughan	<p>Completed Council adopted the new Green Directions Vaughan community sustainability plan in 2019, which includes 69 sustainability actions.</p> <p>In 2022, the City launched a new environmental stewardship program, Green Guardians, engaging residents and businesses in environmental stewardship activities.</p>

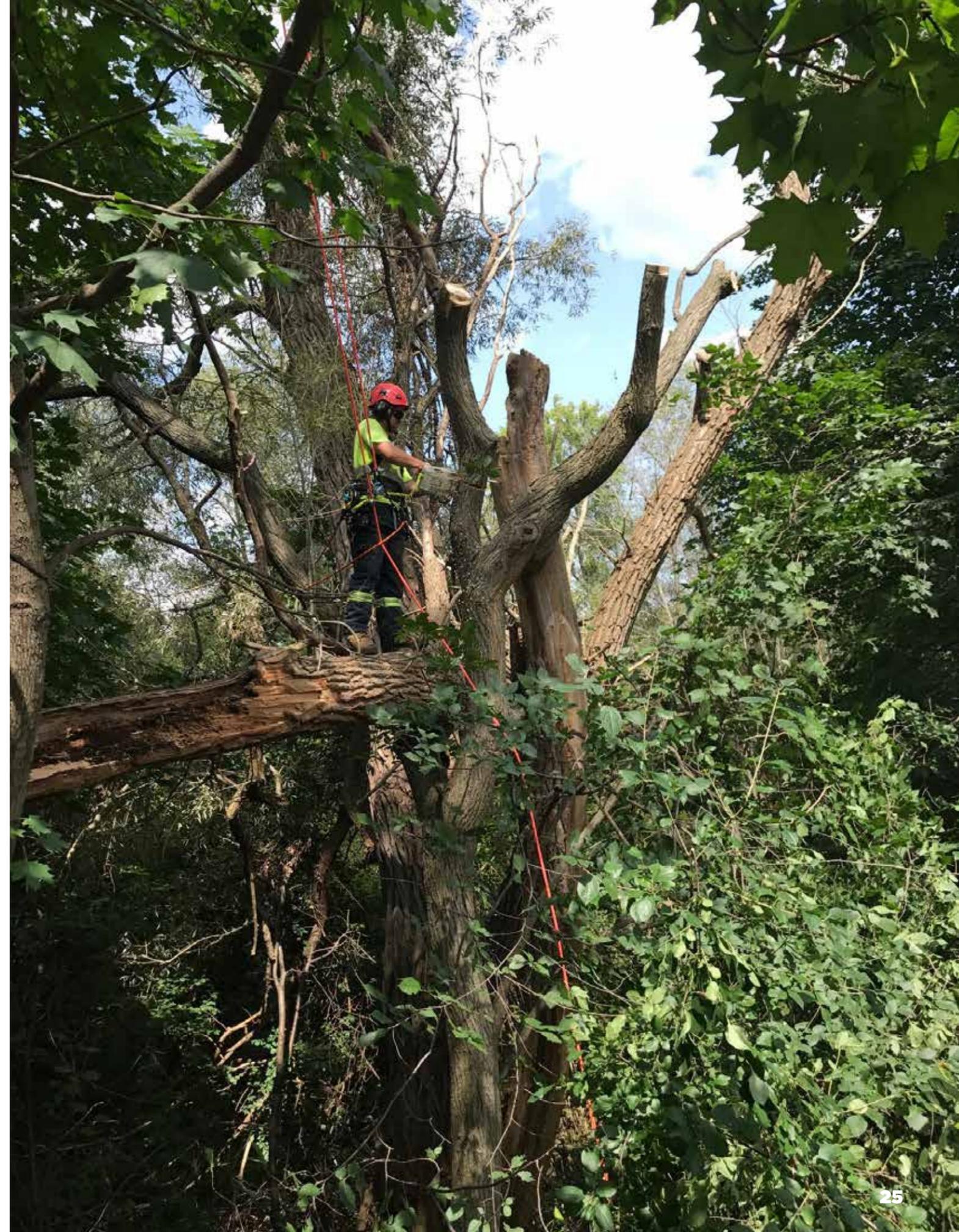
OBJECTIVE: Proactive Environmental Management

STATUS	KEY ACTIVITY	COMMENTS
✓	Deliver an Asset Management Plan for the City's Urban Forests	<p>Completed Recommendations under consideration within scope of the Urban Forestry Management Plan planned for 2023.</p>



OBJECTIVE: Build the Low Carbon Economy and a Resilient City

STATUS	KEY ACTIVITY	COMMENTS
✓	Promote energy efficiency in the business sector in partnership with key stakeholders	Completed The City received the 2021 Smart 50 Award – an award created in partnership with Smart Cities Connect, Smart Cities Connect Foundation and US Ignite to honour the 50 most innovative and transformative municipal scale Smart Cities projects globally.
✓	Aim to meet new energy efficiency targets in City facilities and promote green building for new developments	Completed New standards embedded for building, designing and construction, including sustainability outlining green aspects and standards for new development.
✓	Tree Maintenance Plan	Completed First year pruning cycle completed. Proactively pruned approximately 22,300 trees in 2022, further advancing Vaughan’s environmental stewardship efforts.
▲	Home energy renovation initiative to reduce GHG emissions from residential dwellings	Under review After careful review, decision made to not continue with the home energy retrofit program.





ACTIVE, SAFE AND DIVERSE COMMUNITIES

STRATEGIC GOAL STATEMENT:

To ensure the safety and well-being of citizens, the City will commit to engagement and cohesiveness by supporting and promoting community events, arts, culture, heritage, sports and fire-prevention awareness.

✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ▣ Not started

STATUS	KEY ACTIVITY	COMMENTS
✓	Diversity and Inclusion Task Force	Completed
✓	Older Adult Task Force	Completed

OBJECTIVE: Enhance Community Well-Being

STATUS	KEY ACTIVITY	COMMENTS
●	Develop and implement modernized property standards, licensing (tow trucks), road allowance (new), short-term rentals (new), parking by-law (parking strategy) and fence by-laws in accordance with the By-law Strategy	<p>On Target/In Progress Continue to monitor legislation for impact on existing by-laws. Completed in 2022:</p> <ul style="list-style-type: none"> • Tow truck portion of licensing by-law • Short-term Rentals By-law was fully implemented • Fence By-law • Parking By-law review continues with amendments proceeding as identified necessary • Licensing of snowplow contractors • Fireworks and Pyrotechnics By-law • New Snow-clearing By-law • Consolidation of Business Licensing by-law • Fire Burn Permit By-law • New comprehensive Road Allowance By-law planned for completion in 2023 • Property Standards By-law to be completed in 2023.
✓	Develop and implement a City-Wide Events Intake Process	<p>Completed Completed in 2021.</p>
✓	Open new library and recreation space at VMC	<p>Completed The official opening of the David Braley Vaughan Metropolitan Centre of Community took place in June 2022. The facility includes the Vaughan Studios and Event Space, the VMC Library, VMC Express Library and a YMCA recreation facility.</p>

✓	Undertake the design of the new community centre, library and park in the Carrville area	Completed Completed in 2021.
✓	Create and develop the Great Walks of Vaughan Program	Completed Completed in 2019.
●	Revitalization of Garnet A. Williams Community Centre	On Target/In Progress This project is advancing and anticipate opening by the end March 2023.
✓	Seek Council approval on Age-friendly Community Action Plan	Completed In 2022, Council approved the City's 10-year Age-Friendly Community Action Plan, which sets out a long-term vision, collective goals and inclusive strategies.

OBJECTIVE: Enrich Our Community

STATUS	KEY ACTIVITY	COMMENTS
✓	Advance the development of an inclusive citizen engagement framework	Completed Completed in 2021.
●	Develop creative and cultural amenities, and nurture community engagement	On Target/In Progress Ongoing active engagement through co-ordinating cultural event celebrations such as Black History Month, International Women's Day, Culture Days, Christmas Tree and Menorah Lighting ceremonies and Toy Drive. The City unveiled its first rainbow crosswalk at City Hall during Pride Month in June 2022. Successful programming of 40 events and 5,845 programs.
●	Increase public art awareness and develop community public art place-making	On Target/In Progress Continued to progress the City's Public Art program by advancing additional public art installations in partnerships with local developers.
✓	Move forward with Inclusion Charter Action Plan	Completed Completed in 2021.

OBJECTIVE: Maintain Safety in Our Community

STATUS	KEY ACTIVITY	COMMENTS
✓	Provide a comprehensive fire protection program through public education and fire code enforcement	Completed VFRS in partnership with Corporate and Strategic Communications launched a number of public education initiatives throughout the year to promote fire safety and protection.
●	Implement strategies to support sustainable fire protection and emergency services	On Target/In Progress VFRS continues to implement recommendations and incorporate enhancements into standard operating procedures as identified in the program audit.
✓	Fire Station 7-11 – Land acquisition	Completed Completed in 2020.
✓	Fire Station 7-12 – Site selection	Completed The future Fire Station 7-12 will be located on lands the City already owns.
●	Fire Station 7-12 – Design	On Target/In Progress Design is progressing to the final stages.
✓	Open Fire Station 7-4	Completed Completed in 2020.
▲	Fire Station 7-2 – Feasibility study	Under review Work has been done to assess various options of station 7-2 for future consideration.
✓	Implement recommendations from the School Crossing Guard Program Review	Completed The Active School Travel Project launched in September 2022. The SCGP Exposure Index is finalized and will be presented to Council in February 2023.
●	Develop and implement a Corporate Security Plan	On Target/In Progress Work is underway to develop and deliver the new Corporate Strategic Security Plan.

ECONOMIC PROSPERITY, INVESTMENT AND SOCIAL CAPITAL

STRATEGIC GOAL STATEMENT:

To ensure Vaughan continues to be the place to be, the City will undertake initiatives to ignite economic prosperity and social capital and celebrate Vaughan as an entrepreneurial city and the gateway to economic activity in the Greater Toronto Area, Ontario and Canada.



✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ● Not started

STATUS	KEY ACTIVITY	COMMENTS
✓	Smart City Task Force	Completed
✓	Economic Prosperity Task Force	Completed

OBJECTIVE: Advance Economic Opportunities

STATUS	KEY ACTIVITY	COMMENTS
✓	Advance Smart City and technology-led economic development opportunities	Completed The City is progressing smart city development by completing the Smart City Task Force that identified key smart city projects for the next Term of Council. The City achieved the Smart Cities Early Adopter ISO 37122 certification, and Activate! Vaughan Smart City Challenge won a Gold Award from Economic Development Council of Ontario.
✓	Trade mission to Israel	Completed Mayor and Members of Council attended a trade mission to Israel in 2019 organized by the Vaughan Chamber of Commerce.



OBJECTIVE: Attract New Investments

STATUS	KEY ACTIVITY	COMMENTS
✓	Attract a post-secondary institution to Vaughan	Completed Niagara University opened the doors of its Vaughan campus in 2019.
✓	Invest in the Tourism and Accommodation Industry	Completed Tourism Vaughan Corporation (TVC) was founded in 2019 and began operations in 2020. In 2021, the Vaughan Destination Master Plan was completed. In 2022, the TVC assisted the local economy by attracting the Canada soccer National Championships and helping return overnight occupancy rates to pre-pandemic levels.
✓	Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks	Completed Economic Development continues to provide value-add connections between businesses and talent including launching the B2B Industrial Tour program, delivering numerous seminars and launching the Talent City Vaughan program in 2022 to support local talent.
✓	Build economic resiliency in Vaughan's priority sectors through, for example, project and policy development related to key sectors in a post-COVID-19 context	Completed Economic Development continues to establish economic magnets to attract business and talent to Vaughan, including many strategic activities completed during the 2018-2022 Term of Council Strategic Plan.



OBJECTIVE: Enable a Climate for Job Creation

STATUS	KEY ACTIVITY	COMMENTS
✓	Develop Vaughan as an entrepreneurial, small-business, and innovation hub	Completed Vaughan operates the largest provincial Small Business Enterprise Centre (SBEC) in York Region, supporting our business community which is more than 85 per cent small business.
✓	Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)	Completed Staff continued to participate in the international Collision and Web Summit Conference in 2022. The Vaughan-Baguio City-Philippines partnership advanced with an incoming delegation in 2022 and outgoing mission in 2023.
✓	Promote the development of Vaughan's Industrial Sectors and Business Parks	Completed Promote Vaughan's Industrial Sectors through site selection inquiries, online vacant land directory, participation in events and industry reports.
✓	Increase Vaughan's brand recognition as the place to be (to Think, Start-up, Invest and Visit)	Completed Vaughan's new economic development, tourism and business networking websites welcomed more than 660,000 page views, and industry-focused editorials helped increase Vaughan's brand recognition.
✓	Contribute to the development of a complete community in the VMC by improving awareness of the VMC as a premier office and retail business location, activating public spaces through signature events and setting the stage for a creative and cultural hub	Completed Gained Council endorsement in 2022 of the design concept which advances the Creative and Cultural Industries hub and spoke model for establishing of a cultural centre in Vaughan.
✓	Secure Vaughan as the Region's largest employment centre through programs that will help our business owners build resilience into their businesses and adapt to the new normal	Completed New business advisory programs were launched to help local businesses build resilience. Economic Development expanded various advisory services in response to the COVID-19 pandemic.

GOOD GOVERNANCE

STRATEGIC GOAL STATEMENT:

To effectively pursue Service Excellence in governance and fiscal responsibility, the City will hold the public's trust through inclusive, transparent, and accountable decision-making, responsible financial management and superior service delivery and effective communication.

✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ◐ Not started

STATUS	KEY ACTIVITY	COMMENTS
✓	Effective Governance and Oversight Task Force	Completed

OBJECTIVE: Ensure Transparency and Accountability

STATUS	KEY ACTIVITY	COMMENTS
✓	Conduct Ward Boundary Review	Completed Completed in 2021.
✓	Explore voting technology	Completed Executed the 2022 Municipal Election including the adoption of internet advanced voting.
✓	Establish an Enterprise Project and Change Management Office	Completed Completed in 2020.
✓	Establish an Audit Committee	Completed Completed in 2021.
✓	Execute the Internal Audit Risk Plan	Completed Eleven priority projects were included in the 2022 Internal Audit Risk Based work plan.
●	Implement an Enterprise Content Management System	On Target/In Progress An RFI is in process in 2023. Continues to move on to the next Term of Council Strategic Plan.
▲	Develop an Enterprise Risk Management (ERM) Program	Under Review/Reassessing The City continues to assess, monitor and mitigate operational, reputational, service and financial risk, but a centralized ERM program was not developed during this Term of Council as a result of resource limitations. Ongoing discussion continues regarding ERM as a more formalized program in the future.



✓ Completed
 ● On Target/In Progress
 ● Monitoring
 ▲ Under review
 ■ Not started

OBJECTIVE: Commitment to Financial Stewardship and Sustainability (Demonstrate Value for Money)

STATUS	KEY ACTIVITY	COMMENTS
✓	Develop a long-range Fiscal Plan and Forecast	Completed Finalized the Long-Range Fiscal Model and Plan (LRFP) and presented to Council in December 2022.
✓	Continue to refine Fiscal Framework policies to support financial sustainability	Completed Strengthened the City's fiscal framework and developed/updated core fiscal policies, including the Investment Policy, Capital Budget Amendment Procedure.
✓	Complete the Strategic Asset Management Policy and Asset Management Plans for core assets	Completed The asset management policy and asset management plans for core assets were completed, endorsed by council and posted to City website.
✓	Generate alternative revenue sources through city-wide sponsorship, advertising and grants	Completed Three digital billboards were installed on City property; the Grow with Vaughan horticultural program was very successful with 24 locations sold.



CITIZEN EXPERIENCE

STRATEGIC GOAL STATEMENT:

To ensure citizens receive the best experience in person, by telephone and electronically, the City will provide exceptional end-to-end citizen-centered services, enhance access, and streamline services with the use of technology.

✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ◐ Not started

OBJECTIVE: Commitment to Citizen Service

STATUS	KEY ACTIVITY	COMMENTS
●	Develop a framework to assess service delivery and define service levels to meet citizen expectations	On Target/In Progress
✓	Conduct the Citizen Survey	Completed The survey was completed in 2022.

OBJECTIVE: Transform Services through Technology

STATUS	KEY ACTIVITY	COMMENTS
✓	Implement the Customer Relationship Management (CRM) System	Completed Completed CRM implementation in 2022 for Parks, Forestry and Horticulture Operations and Road Operations and Winter maintenance. Implementation began with Development Engineering and will continue into the next Strategic Plan.
✓	Implement Digital Strategy Initiatives	Completed Several initiatives were implemented in 2022 to support IT infrastructure and security enhancements.
◐	Implement an Open Data Program	Not started Due to resource constraints, the Open Data Program was not developed during this Term of Council.
✓	Implement the new vaughan.ca website	Completed The new website was completed in 2022 and will go live in March 2023.

OPERATIONAL PERFORMANCE

STRATEGIC GOAL STATEMENT:

To continue to foster a culture of continuous improvement, the City will support competencies and practices in innovation and process efficiencies.



✓ Completed
● On Target/In Progress
● Monitoring
▲ Under review
■ Not started

OBJECTIVE: Leverage Data-Driven Decision-Making

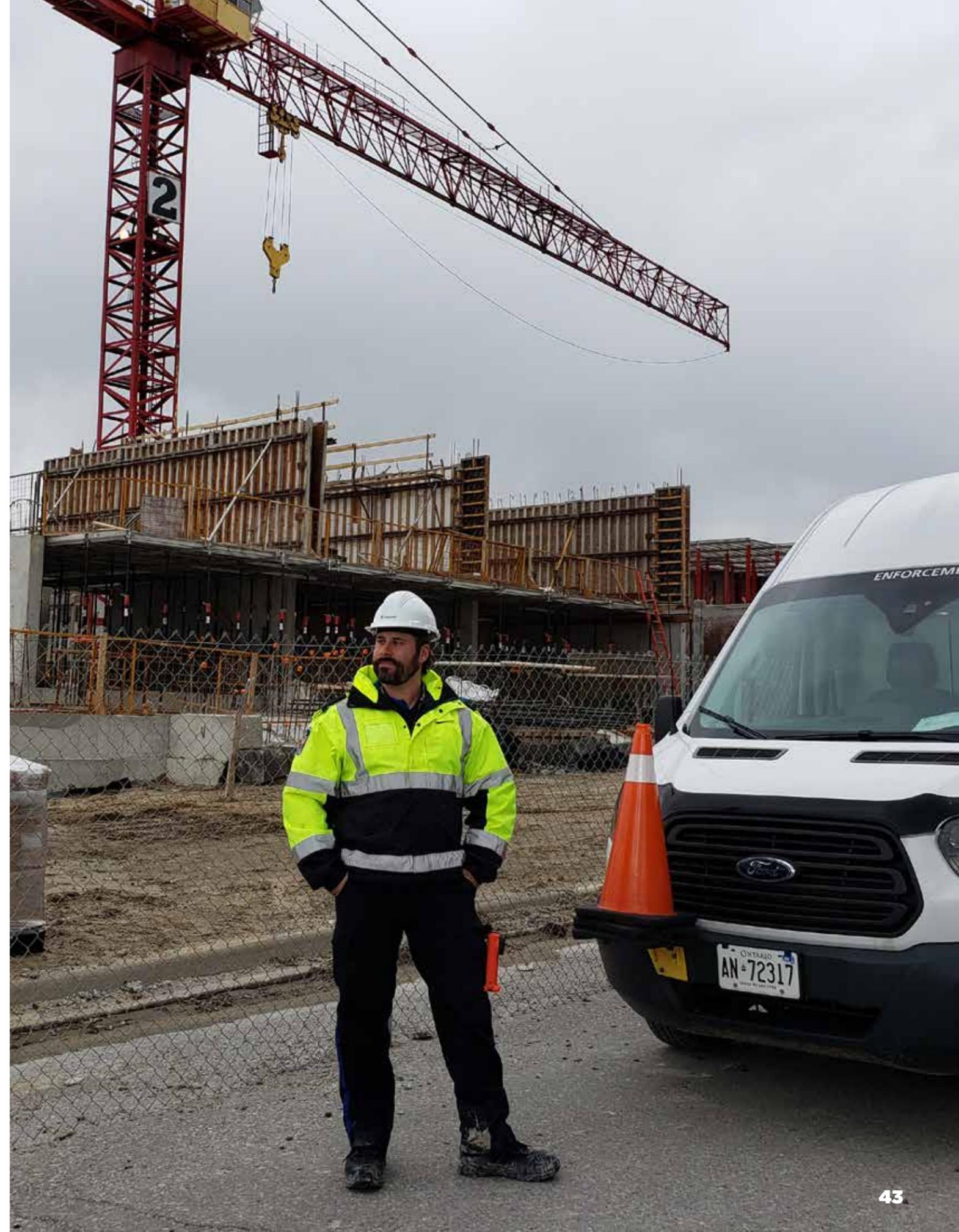
STATUS	KEY ACTIVITY	COMMENTS
✓	Develop Data Management and Data Analytics Framework	Completed Established a Community of Practice and created business intelligent analytic capabilities in 2022.
✓	Establish Corporate Performance Measurement (CPM) program	Completed Established a CPM program aligned with the 2018-2022 Strategic Plan and will continue to mature the program to align with the next Term of Council Strategic Plan.



✓ Completed
 ● On Target/In Progress
 ● Monitoring
 ▲ Under review
 ■ Not started

OBJECTIVE: Promote Innovation and Continuous Improvement

STATUS	KEY ACTIVITY	COMMENTS
●	Establish a strategic innovation and process improvement function and create a culture of continuous improvement	On Target/In Progress
Implement continuous improvement initiatives and business process reviews to improve operations and service delivery/service modernization:		
✓	Deliver Development Application and Approval Process (DAAP) Modernization – Development Planning Portal	Completed As part of several digital strategies implemented in 2022, an update to the citizen portal to allow online payments and development planning applications enhances the Development Planning portal.
●	Implement the Finance Modernization Project	On Target/In Progress
✓	Conduct the Public Works Service Level Review	Completed A service level review of Winter Maintenance was conducted in 2022 with a Council report to come in 2023.
●	Deliver Counter Service Transformation	On Target/In Progress
●	Develop Contract Management and Administration Framework	On Target/In Progress
✓	Implement Ideas@Work	Completed Work on the Ideas@Work Innovation Framework was completed in 2022 and new scoping is underway for new 2022-2026 Strategic Plan.



STAFF ENGAGEMENT

STRATEGIC GOAL STATEMENT:

To ensure an engaged workforce, the City will continue to foster initiatives that create a positive work environment through staff development, and workplace health, safety and wellness with strengthened leadership, communication, and engagement opportunities.

✓ Completed ● On Target/In Progress ● Monitoring ▲ Under review ◐ Not started

OBJECTIVE: Empower Staff

STATUS	KEY ACTIVITY	COMMENTS
✓	Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)	Completed The 2022 Employee Engagement Survey was completed in December 2022.
✓	Develop a Workplace Wellness Program	Completed The Wellness@Vaughan Committee was formed in 2021 and provided tools, and facilitated wellness activities and challenges for staff.
✓	Establish Alternative Work Arrangements (AWA) policy and procedures	Completed The AWA policy that was completed in 2019 was revised to reflect the post-pandemic hybrid work environment in 2022.
✓	Continue delivery of the Learning and Organizational Development Program	Completed Completed in 2022.

OBJECTIVE: Develop Leadership

STATUS	KEY ACTIVITY	COMMENTS
✓	Develop a Senior Leadership Team Governance Model	Completed Completed in 2019.
✓	Develop and Implement a Succession Planning Framework	Completed Completed in 2021, the first cohort of Emerging Leaders started their Leadership Development Program in 2022.
✓	Develop a Mentorship Program	Completed The Mentorship Program was successfully initiated in 2022 with the Emerging Leaders Leadership Development Program.

✓ Completed
● On Target/In Progress
● Monitoring
▲ Under review
◻ Not started

OBJECTIVE: Manage Performance

STATUS	KEY ACTIVITY	COMMENTS
●	Implement the Workforce Management System (Time and Attendance Program)	On Target/In Progress
✓	Talent Management System Phase 2 implementation – Learning Module	Completed The Halogen Learning Module was implemented for all staff in 2022.
▲	Talent Management System Phase 3 implementation – Performance Management module for all staff	Under Review Under review to implement a project for the unionized environment for performance review; continue to the 2022-2026 Service Excellence Strategic Plan.





City of Vaughan
Office of Transformation and Strategy

2141 Major Mackenzie Dr.
Vaughan, ON, Canada
L6A 1T1

vaughan.ca

