



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

**YEAR 3
KEY RESULTS**

On March 19, 2019, Council unanimously approved the 2018-2022 Term of Council Service Excellence Strategic Plan, which serves as a guide and identifies Council's priorities for the Term of Council. The Strategic Plan aligns with the City's priorities, people, processes and technology so that the City can deliver on its commitments for this Term of Council. It also reinforces the City's mission, vision and values, representing the core of how staff and Council will conduct its affairs, centred on a strong foundation of public engagement.



2018-2022 TERM OF COUNCIL Service Excellence Strategic Plan

Table of Contents

Message from the Mayor	4
Message from the City Manager.....	5
Monitoring the Strategic Plan During a Global Pandemic	6
Highlights.....	7
Overview of Key Activities.....	12
Transportation and Mobility	14
City Building.....	18
Environmental Stewardship.....	22
Active, Safe and Diverse Communities.....	26
Economic Prosperity, Investment and Social Capital	30
Good Governance	34
Citizen Experience	38
Operational Performance	40
Staff Engagement.....	44



MESSAGE FROM THE Mayor

At the core of Vaughan's remarkable transformation lies a bold vision guided by the power of hope, optimism and purpose-driven leadership. The City's momentum is accelerated by our citizens, our entrepreneurial spirit and our commitment to good governance. This mission is captured in the 2018-2022 Term of Council Service Excellence Strategic Plan, which lays the foundation to build a strong and prosperous community today, and for generations to come.

Every day, the City of Vaughan demonstrates an unwavering commitment to Service Excellence. At the onset of the global COVID-19 pandemic, we took immediate action to protect our community while guaranteeing the continued delivery of programs and essential services. Despite the universal challenges presented by COVID-19, Vaughan remains a city of choice. Our achievements result from a laser-focused approach to providing an exceptional standard of living and high quality of life.

Together, we have made tremendous strides in our city-building efforts. After a decade-long journey, Cortellucci Vaughan Hospital opened its doors as a full-service community hospital on June 6, 2021. It is the anchor of the Vaughan Healthcare Centre Precinct and a testament to our shared values of resilience, dedication and innovation. Bringing a hospital to Vaughan was one of my greatest dreams as mayor, and it gives my community and me great joy to know this dream is now a reality.

The Vaughan Metropolitan Centre (VMC) continues to rise to new and unprecedented heights. The

heart of our emerging downtown is home to several transformational projects, including the VMC Subway, high-rise towers, and commercial office buildings, which have created thousands of jobs, public art projects and vibrant community event spaces. In 2019, Niagara University opened its doors in the VMC, marking the first university in York Region. From 2015 to 2020, the VMC attracted more than \$9 billion in economic activity, which is a testament to our ongoing efforts to exceed growth targets in our city's core.

As a truly green city, we are committed to building safe, accessible and sustainable spaces for all to enjoy. The 900-acre North Maple Regional Park is larger than New York City's Central Park and is our most ambitious park development yet. We remain focused on advancing long-lasting urban design and public spaces that foster community well-being and improved quality of life. A high standard of living, accessible location, exceptional amenities, development opportunities, subway connections, and so much more are what make Vaughan the place to be.

I want to express my warmest and sincerest gratitude to every member of Vaughan's administration for their passion and dedication. Their ongoing efforts demonstrate our shared commitment to delivering Service Excellence and putting citizens first in everything we do.

A handwritten signature in blue ink that reads "Maurizio Bevilacqua". The signature is fluid and cursive.

Hon. Maurizio Bevilacqua, P.C.
Mayor, City of Vaughan

MESSAGE FROM THE City Manager



The City of Vaughan is a dynamic work environment where exciting projects are transforming the community. I am pleased to recognize City staff – today and every day – for rising to the challenge to advance city-building, provide quality service and deliver Service Excellence.

The 2018-2022 Term of Council Service Excellence Strategic Plan continues to be our road map for fostering communication between colleagues and achieving our organization’s rewarding work that shapes our future. City staff continue to embrace opportunities that make the organization stronger, more resilient, innovative and agile, and leverage new ways of doing business while fulfilling Council-approved priorities outlined in our strategic plan.

From initiating the City’s MoveSmart Mobility Management Strategy to opening a new Vaughan Public Libraries branch at the Cortellucci Vaughan

Hospital, and countless projects in between, this 2018-2022 Term of Council Service Excellence Strategic Plan Year Three Key Results report demonstrates how staff are collaborating to maintain a high quality of life in Vaughan.

On behalf of the entire Senior Leadership Team – Executive, I want to congratulate and thank all City employees for making a positive difference in the lives of their colleagues and the citizens of Vaughan.

A handwritten signature in black ink, appearing to read 'Nick Spensieri'. The signature is fluid and cursive, with a long horizontal line extending to the right.

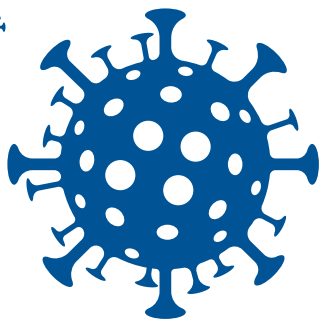
Nick Spensieri
City Manager





Monitoring the Strategic Plan during a Global Pandemic

The following provides a status and progress report with highlights of Year Three (December 2020 to December 2021) key results achieved relating to the City’s key activities under each Strategic Priority objective statement.



As part of the Strategic Plan governance model, our Strategic Priority Oversight Teams (SPOTs) continued to meet twice a year to closely monitor the evolving situation and the impact on the Strategic Plan. This monitoring has proven essential during the COVID-19 crisis and integral to our ability to track and assess any impacts on our strategic priorities. Throughout the pandemic, the City has ensured that quality services are delivered to families, businesses and all citizens.

This COVID-19 pandemic challenged the organization to adapt, evolve and leverage our core strengths. This has resulted in creative responses within our strategic activities and has presented opportunities to innovate, improve or change processes to achieve our strategic key activities. City staff have embraced these opportunities; making the City stronger, more resilient, innovative and agile. We will continue to leverage new ways of doing business while still delivering on our strategic plan.



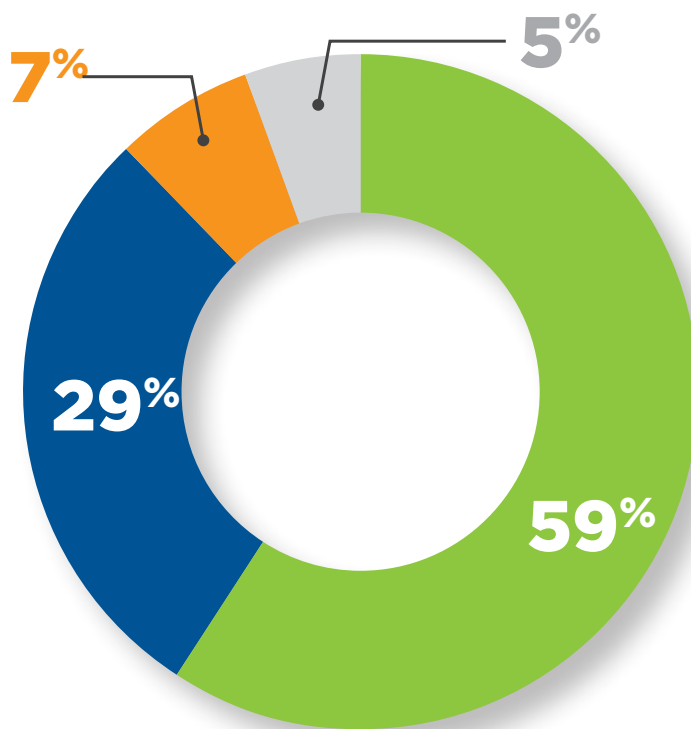
HIGHLIGHTS

In 2021, the City effectively progressed the 2018-2022 Term of Council Service Excellence Strategic Plan. Out of 108 key strategic activities, 31 have been completed, 64 are in progress, eight are being monitored and five have not yet started or are on hold.

Where some key activities had to pivot given the challenges brought on by the pandemic, the City's administration took a disciplined and evidence-based approach to modify, where required, or evolve to meet the changing needs of the organization, citizens, business sectors and communities. The City has been ready, resilient and resourceful in its approach to carrying out the strategic plan during a global pandemic.

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

- Proceeding as planned, 64 (59%)
- Complete, 31 (29%)
- Monitoring progress, 8 (7%)
- Not yet started/On hold, 5 (5%)





The following 31 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 (EA)
- 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 (All staff learning module) of the Talent Management System (Halogen) 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
- Undertook the design of 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 implement a Succession Planning Framework

Activities being monitored:

The following eight 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. However, these key activities are still expected to be completed within this Term of Council:



Transportation and Mobility

- Kirby Road Extension, Dufferin Street to Bathurst Street (design)



Active, Safe and Diverse Communities

- 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
- Develop and implement a Corporate Security Plan



Service Excellence

- Define the citizen experience (service level expectations) and develop a framework to assess service level costs/benefits
- Conduct the Citizen Satisfaction Survey
- Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)
- Develop Contract Management Framework



Environmental Stewardship

- Advance a home energy renovation initiative to reduce greenhouse gas (GHG) emissions from residential dwellings

Activities on hold/not yet started:

The following five activities are currently on hold or have not yet been started:

- Implement an Open Data Program (not yet started)
- Conduct the feasibility study of fire station 7-2 (on hold)

- Develop an Enterprise Risk Management Program (on hold)
- Implement Ideas@Work (on hold)
- Implement Phase Three (full performance management module for all staff) of Talent Management System (Halogen) (on hold)

Since the last Strategic Plan progress reporting in 2020, the City has added three activities as requested by Council:

- Major Mackenzie Drive Centre-turn Lane (widening),
- Yonge Steeles Corridor Centre
- Audit Committee

Additionally, seeking Council approval for the Vaughan Age-friendly Community Action plan has been added in 2021. Lastly, three Vaughan Metropolitan Centre (VMC) strategic key activities have been combined into one key activity to better reflect the work that is being undertaken to develop the VMC as a complete community. This speaks to the agility built into the strategic plan and its ability to adapt to the changing environment.





Overview of Key Activities



Transportation and Mobility

Major strides continue to be made to help improve the flow of traffic around the city. Some of these initiatives include the completion of the widening of Major Mackenzie Drive, the construction of the Highway 427 extension and the construction of Clark Avenue, including Vaughan's first cycle tracks. The City continues to move important Environmental Assessment Studies forward, such as Bass Pro Mills and Kirby Road widening. Also, work continues on the Kirby Road Extension, the Canada Drive- American Avenue bridge and advancing active transportation infrastructure.



City Building

In 2021, more than 3,000 building permits were issued valued at over \$1.8 billion and the new branch of Vaughan Public Libraries at the

Cortellucci Vaughan Hospital opened. The City, with its partners, Mackenzie Health, York University and ventureLAB, completed a feasibility study that demonstrates the socio-economic benefit of transforming the City lands adjacent to the hospital into a destination for health and healthcare innovation, education and research.



Environmental Stewardship

The City has been converting streetlights to Light-emitting Diode (LED) technology, resulting in significant energy and cost savings; zero-carbon emission retrofit has begun for Fire Station 7-1 and Council endorsed the ClimateWise Building Challenge. The City is committed to making improvements to stormwater management facilities. In 2021, public information sessions were held to learn more about the work planned for the Blackburn, Franklin Avenue and Pondview ponds.



Active, Safe, and Diverse Communities

Projects in 2021 included undertaking the Garnet A. Williams Community Centre Revitalization and completing the design phase for the new Carrville Community Centre, Library and District Park project. Recreation Services programs and Vaughan Public Libraries continue to pivot in their service delivery to offer in-person and online programs and curbside pickup for library books. Vaughan Public Libraries reopened for in-person visits while still offering curbside services for library materials at selected locations. Library programming continued to be offered exclusively online and return to in-person programming will continue in 2022. Vaughan Fire and Rescue Service, in collaboration with Global Medic, donated used bunker gear suits ensuring fire departments around the world have protection for emergencies. The Diversity, Equity and Inclusion Strategy and multi-year work plan has been developed with an action plan to address anti-black racism.



Economic Prosperity, Investment and Social Capital

In addition to progressing existing key activities, the City has responded to the global pandemic with programming, education and regulatory measures through the Vaughan Business Action Plan and the Vaughan Business Resilience Plan. The Small Business Enterprise Centre assisted over 230 businesses to start and grow, and delivered over 780 business consultations. Furthermore, Tourism Vaughan was successful in its bid for the city to host the 2022 Toyota National Championship Challenge and Jubilee Trophy Competition in Oct 2022. *Activate! Vaughan* has received the International Economic Development Council Gold award for its Innovation Program.



Good Governance

The Ward Boundary Review is complete; the adoption of online advance voting and the Audit Committee has been established. Work continues on refining Fiscal Framework policies to support financial sustainability. Establishment of the Enterprise Content Management (ECM) Solution Recommendations Report has been completed with the goal of bringing in a centralized online electronic records management system. An RFP was issued in 2021 and nearing the completion of negotiations with the successful proponent.



Service Excellence

The City began an end-to-end review of the Development Application Approval Process, which aims to modernize and transform development application intake and enhance service delivery using a citizen portal that will enable the digitization of the front-end, intake and review processes. Achieved Customer Relationship Management (CRM) implementation in Environmental Services, Access Vaughan, Traffic Services and commenced the implementation in Parks, Forestry and Horticulture Operations. The Public Service Level Review has been re-scoped into three phases and will focus on Winter Maintenance/Controls in phase one of the project. Work is well underway to modernize the City's Counter Service delivery which will provide a citizen-centric approach to service delivery and optimize a variety of service channels, including phone, mail, email, in-person and online services. The City continues to strengthen its innovation and continuous improvement programming by offering LEAN white, yellow and green belt training opportunities, which will help build a culture of business transformation.

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
 ● On Hold/Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Transportation and Infrastructure Task Force	On Target/In Progress

OBJECTIVE: Improve Local Road Network

STATUS	KEY ACTIVITY	COMMENTS
Develop transportation management strategy		
●	Vaughan Transportation Plan	On Target/In Progress
✓	MoveSmart Mobility Management Strategy	Completed Strategy endorsed by Council.
Advance capital road improvements		
●	Kirby Road widening, Jane Street to Dufferin Street (EA)	On Target/In Progress
●	Huntington Road widening	On Target/In Progress Detailed design commenced in 2020.
Advance missing links		
▲	Kirby Road extension, Dufferin Street to Bathurst Street (design)	Monitoring Delay due to design change and difficulties gaining access to the land to complete the study; anticipated to be back on track in 2022.
✓	Kirby Road, from Dufferin Street to Bathurst Street (EA) (newly added 2020 key activity)	Completed
✓	Bass Pro Mills Drive from Romina Drive to Jane Street	Completed
●	Bass Pro Mills Drive from Highway 400 to Weston Road (EA)	On Target/In Progress
●	Canada Drive-America Avenue Bridge (formerly North Maple Community Bridge)	On Target/In Progress
●	Huntington Road ramp extension	On Target/In Progress
Introduce innovative technologies		
●	Mobility Pilot around GO Transit Stations	On Target/In Progress
●	University of Toronto Internet of Things (IOT) initiatives	On Target/In Progress

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
●	Greater Toronto Area (GTA) West multimodal transportation corridor EA study	On Target/In Progress
✓	Highway 427 Extension (construction)	Completed
●	Yonge Subway Extension (design)	On Target/In Progress
✓	York Region Bus Rapid Transit (Highway 7, Centre Street, Bathurst Street)	Completed
●	Langstaff Road EA	On Target/In Progress
●	Teston Road missing link (EA)	On Target/In Progress
●	Major Mackenzie Drive widening adjacent to hospital	On Target/In Progress
●	Major Mackenzie Drive centre-turn lane (widening)	On Target/In Progress





✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● On Hold/Not Yet Started

OBJECTIVE: Advance Active Transportation

STATUS	KEY ACTIVITY	COMMENTS
✓	Complete the Pedestrian and Cycling Master Plan Update	Completed
●	Advance the Vaughan Super Trail initiative	On Target/In Progress
✓	Deliver Clark Avenue Active Transportation Facility	Completed



CITY BUILDING

STRATEGIC GOAL STATEMENT:

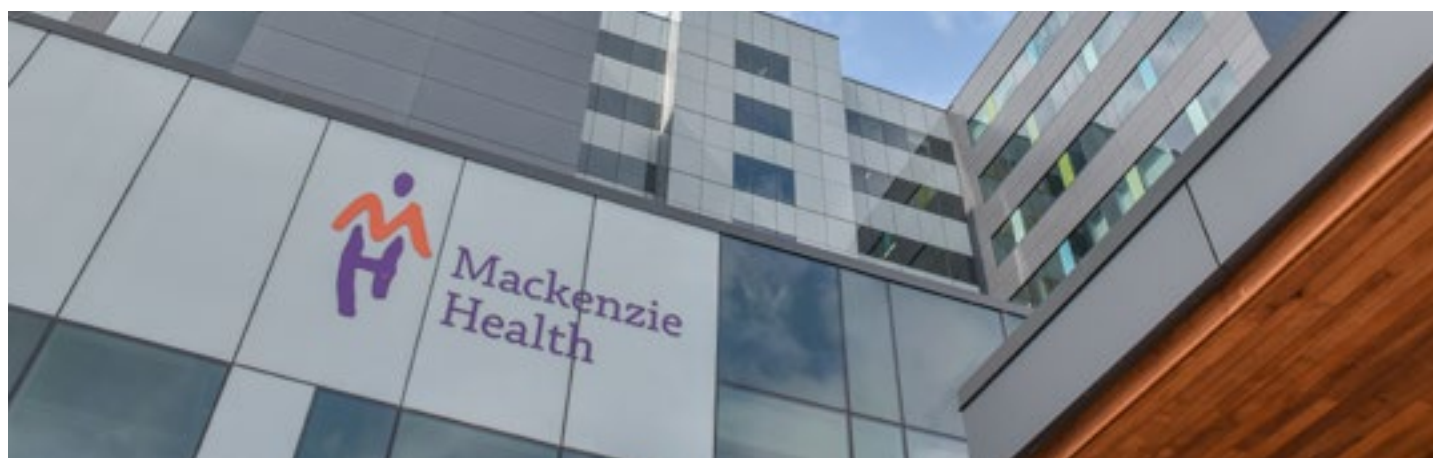
To build a world-class city, the City will continue its planning and development in support of key city-wide developments and initiatives that encompass good urban design and public spaces that foster community well-being.

✓ Completed
● On Target/In Progress
▲ Monitoring
● On Hold/Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Hospital Precinct Task Force	On Target/In Progress

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 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 VPL library in August 2021.





✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● On Hold/Not Yet Started

OBJECTIVE: Develop the Vaughan Metropolitan Centre (VMC)

STATUS	KEY ACTIVITY	COMMENTS
●	Develop the VMC as a complete community, including, but not limited to: <ul style="list-style-type: none"> • facilitating the construction of Central Park (phase one). • further development of Edgeley Park (phase one). 	On Target/In Progress Edgeley Park is currently on track. Ongoing discussions on the design and governance regarding the facilitation of the construction of Central Park

✓ Completed

● On Target/In Progress

▲ Monitoring

● On Hold/Not Yet Started

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
●	Complete the City of Vaughan Official Plan Review	On Target/In Progress
●	Advance 900-acre vision for North Maple Regional Park	On Target/In Progress
●	Work with York Region to increase availability and affordability of housing choices	On Target/In Progress
●	Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas	On Target/In Progress
●	Co-ordinate the development of the Yonge Steeles Corridor as a complete community	On Target/In Progress





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

● On Hold/Not Yet Started

OBJECTIVE: Protect and Respect Our Environment

STATUS	KEY ACTIVITY	COMMENTS
✓	Complete the review of Green Directions Vaughan	Completed

OBJECTIVE: Proactive Environmental Management

STATUS	KEY ACTIVITY	COMMENTS
✓	Deliver an Asset Management Plan for the City's Urban Forests	Completed



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	On Target/In Progress
●	Aim to meet new energy efficiency targets in City facilities and promote green building for new developments	On Target/In Progress
●	Tree Maintenance Plan	On Target/In Progress
▲	Advance a home energy renovation initiative to reduce GHG emissions from residential dwellings (newly added 2020 key activity)	Monitoring The City applied for the Federation of Canadian Municipalities grant for a home energy retrofit program. Currently paused due to resource constraints and delivery challenges.









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
  On Hold/Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
	Diversity and Inclusion Task Force	On Target/In Progress
	Older Adult Task Force	On Target/In Progress

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	Monitoring Shift in priorities due to focus on COVID-19 enforcement of provincial orders and public health directives. Continue to monitor legislation for impact on existing by-laws. Amendments to tow truck licensing and short-term rentals were completed in 2021, other identified by-laws are planned for completion in 2022.
	Develop and implement a City-Wide Events Intake Process	Completed
	Open new library and recreation space at VMC	On Target/In Progress Anticipated opening Q2 2022
	Undertake the design of the new community centre and park in the Carrville area	Completed
	Create and develop the Great Walks of Vaughan Program	Completed
	Revitalization of Garnet. A Williams Community Centre	On Target/In Progress
	Seek Council approval on Age-friendly Community Action Plan	On Target/In Progress

✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● On Hold/Not Yet Started

OBJECTIVE: Enrich Our Community

STATUS	KEY ACTIVITY	COMMENTS
✓	Advance the development of an inclusive citizen engagement framework	Completed
●	Develop creative and cultural amenities and nurture community engagement	On Target/In Progress
●	Increase public art awareness and develop community public art place-making	On Target/In Progress
✓	Inclusion Charter Action Plan	Completed





✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● On Hold/Not Yet Started

OBJECTIVE: Maintain Safety in Our Community

STATUS	KEY ACTIVITY	COMMENTS
●	Provide a comprehensive fire protection program through public education and fire code enforcement	On Target/In Progress
●	Implement strategies to support sustainable fire protection and emergency services	On Target/In Progress
✓	Land acquisition for Fire Station 7-11	Completed
✓	Land acquisition for Fire Station 7-12	Completed
●	Design of Fire Station 7-12	On Target/In Progress
✓	Open Fire Station 7-4	Completed
●	Conduct the feasibility study of Fire Station 7-2	On Hold/Not Yet Started Delayed in 2021; On hold for further discussions to be had.
●	Implement recommendations from the School Crossing Guard Program Review	On Target/In Progress
▲	Develop and implement a Corporate Security Plan	Monitoring Delayed due to competing priorities and resourcing. Will be back on track in 2022.



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

● On Hold/Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Smart City Task Force	On Target/In Progress
●	Economic Prosperity Task Force	On Target/In Progress

OBJECTIVE: Advance Economic Opportunities

STATUS	KEY ACTIVITY	COMMENTS
●	Advance Smart City and technology-led economic development opportunities	On Target/In Progress
✓	Mayor and Members of Council attend the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce	Completed



OBJECTIVE: Attract New Investments

STATUS	KEY ACTIVITY	COMMENTS
✓	Attract a post-secondary institution to Vaughan	Completed
●	Invest in the Tourism and Accommodation Industry	On Target/In Progress
●	Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks	On Target/In Progress
●	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	On Target/In Progress



OBJECTIVE: Enable a Climate for Job Creation

STATUS	KEY ACTIVITY	COMMENTS
●	Develop Vaughan as an entrepreneurial and small-business and innovation hub	On Target/In Progress
●	Promote Vaughan’s advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)	On Target/In Progress
●	Promote the Development of Vaughan’s Industrial Sectors and Business Parks	On Target/In Progress
●	Increase Vaughan’s Brand Recognition as the place to be (to Think, Start-up, Invest and Visit)	On Target/In Progress
●	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	On Target/In Progress
●	Secure Vaughan as the Region’s largest employment centre through programs that will help our business owners build resilience in their businesses and adapt to the new normal	On Target/In Progress





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

● On Hold/Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Effective Governance and Oversight Task Force	On Target/In Progress

OBJECTIVE: Ensure Transparency and Accountability

STATUS	KEY ACTIVITY	COMMENTS
✓	Conduct Ward Boundary Review	Completed
✓	Explore voting technology	Completed
✓	Establish an Enterprise Project and Change Management Office	Completed
✓	Establish an Audit Committee	Completed
●	Execute the Internal Audit Risk Plan	On Target/In Progress
●	Initiate and pilot an Enterprise Content Management (ECM) System	On Target/In Progress Issued RFP in 2021 and nearing completion of negotiations with successful proponent.
●	Develop an Enterprise Risk Management (ERM) Program	On Hold/Not Yet Started The City will continue to assess, monitor and mitigate operational, reputational, service and financial risk, but we will not develop a centralized ERM program during this Term of Council as a result of resource limitations.



✓ Completed

● On Target/In Progress

▲ Monitoring

● On Hold/Not Yet Started

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

STATUS	KEY ACTIVITY	COMMENTS
●	Develop a long-range Fiscal Plan and forecast	On Target/In Progress
●	Continue to refine Fiscal Framework policies to support financial sustainability	On Target/In Progress Strengthened the City's fiscal framework and developed/updated three core fiscal policies, including Reserve Policy, Operating Budget Policy, and Capital Budget Policy.
✓	Complete the Strategic Asset Management Policy and Asset Management Plans for core assets	Completed
●	Generate alternative revenue sources through city-wide sponsorship, advertising and grants	On Target/In Progress





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-centred services, enhance access and streamline services using technology.



✓ Completed

● On Target/In Progress

▲ Monitoring

● On Hold/Not Yet Started

OBJECTIVE: Commitment to Citizen Service

STATUS	KEY ACTIVITY	COMMENTS
▲	Define the Citizen Experience (service level expectations) and develop a framework to assess service level costs/benefits	Monitoring Project delayed due to resource limitations; anticipated back on track in 2022.
▲	Conduct the Citizen Satisfaction Survey	Monitoring Survey was temporarily put on hold due to COVID-19; it will be released in 2022 with the procurement process beginning in Q2. The survey will be updated and rewritten to reflect new hybrid services and approaches.

OBJECTIVE: Transform Services through Technology

STATUS	KEY ACTIVITY	COMMENTS
●	Implement the Customer Relationship Management (CRM) System	On Target/In Progress
●	Implement Digital Strategy Initiatives	On Target/In Progress
●	Implement an Open Data Program	On Hold/Not Yet Started Open Data has been recalibrated and is now dependent on the Data Catalogue initiative that is underway.
●	Implement the new vaughan.ca website	On Target/In Progress

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
 ● On Hold/Not Yet Started

OBJECTIVE: Leverage Data-Driven Decision-Making

STATUS	KEY ACTIVITY	COMMENTS
●	Develop Data Management and Data Analytics Framework	On Target/In Progress
●	Establish Corporate Performance Measurement (CPM) program and related performance scorecards for each portfolio/department	On Target/In Progress



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: a) Review and enhance the Development Application and Approval process (DAAP)	On Target/In Progress
	b) Implement the Finance Modernization project	On Target/In Progress
	c) Conduct the Public Works Service Level Review	On Target/In Progress Council report to come in 2023.
	d) Counter Service Transformation	On Target/In Progress
	e) Develop Contract Management Framework	Monitoring Delayed due to resourcing constraints; anticipated to be back on track in 2022.
	f) Implement Ideas@Work	On Hold/Not Yet Started The initiative will be reframed and brought back to SLT-E for review.





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

● On Hold/Not Yet Started

OBJECTIVE: Empower Staff

STATUS	KEY ACTIVITY	COMMENTS
▲	Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)	Monitoring: 2019 Survey and action planning completed. The 2021 Survey delayed with an anticipated release in 2022.
●	Develop a Workplace Wellness Program	On Target/In Progress
✓	Establish Alternative Work Arrangements (AWA) Policy and Procedures	Completed
●	Continue the delivery of the Learning and Organizational Development Program	On Target/In Progress

OBJECTIVE: Develop Leadership

STATUS	KEY ACTIVITY	COMMENTS
✓	Develop a Senior Leadership Team Governance Model	Completed
✓	Develop and Implement a Succession Planning Framework	Completed
●	Develop a Mentorship Program	On Target/In Progress

✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● On Hold/Not Yet Started

OBJECTIVE: Manage Performance

STATUS	KEY ACTIVITY	COMMENTS
●	Implement the Workforce Management System (Time and Attendance Program)	On Target/In Progress
✓	Implement Phase Two (All staff learning module) of the Talent Management System (Halogen) to all staff	Completed
●	Implement Phase Three (full performance management module for all staff) of Talent Management System (Halogen)	On Hold/Not Yet Started On hold to ensure current users are fully adopted before expanding to the next user group.





City of Vaughan
Office of Transformation and Strategy

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

vaughan.ca

