



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

**YEAR 1
KEY RESULTS**

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.

The City of Vaughan's dedicated team of professional staff demonstrate an unwavering commitment to Service Excellence by delivering the services our residents rely on each day. The most recent Citizen Satisfaction Survey found 97 per cent of residents are happy with their quality of life. We take great pride in this result because ultimately, the people of Vaughan are the heart of our success.

City-building is a labour of love and since 2010, we have made tremendous strides. Soon, the Mackenzie Vaughan Hospital — Canada's first smart hospital — will open. Vaughan remains the only municipality in the Greater Toronto Area with a subway network. Niagara University — the first university in our city's history — is expanding educational opportunities for students in the Vaughan Metropolitan Centre. Within the last ten years, more than 60,000 jobs have been created and we have maintained an economic growth rate of more than four per cent, far outpacing Ontario and Canada.

These city-building initiatives are the result of a laser-focused approach to provide an exceptional standard of living, where everyone is encouraged to reach their full potential, actively participate in civic life and obtain equal access to opportunities. This is what makes Vaughan the place to be.

Together, we will continue to aim higher, press for progress and forge ahead on our journey toward a brighter future for everyone.



Hon. Maurizio Bevilacqua, P.C.
Mayor

2018-2022 City of Vaughan Members of Council

First row, left to right:

Linda D. Jackson, Regional Councillor;
Gino Rosati, Regional Councillor;
Hon. Maurizio Bevilacqua, P.C., Mayor;
Mario Ferri, Regional Councillor, Deputy Mayor.

Second row, left to right:

Alan Shefman, Ward 5 Councillor;
Sandra Yeung Racco, Ward 4 Councillor;
Rosanna DeFrancesca, Ward 3 Councillor;
Tony Carella, Ward 2 Councillor;
Marilyn Iafrate, Ward 1 Councillor.





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YEAR 1 KEY RESULTS

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Message from the Senior Leadership Team – Executive

In 2019, the City of Vaughan unveiled a historic and transformational plan to make Vaughan a City of Choice. Anchored in our mission, vision and values, the 2018-2022 Term of Council Service Excellence Strategic Plan is stronger than ever. It remains our road map for moving forward with Council-approved initiatives, fostering communication between colleagues and further improving front-line customer service.

With all great plans, success comes in the execution. Throughout the past year, the Senior Leadership Team – Executive has enjoyed a front-row seat to the tremendous accomplishments staff are achieving to fulfil our organization’s rewarding work and shape our exciting future.

Of the 96 key activities, 12 are complete and 82 are in progress. Connections have been made in the local road network to support transportation and mobility and help improve the flow of traffic. Work in the Vaughan Metropolitan Centre is surpassing all expectations: development activity is already exceeding residential targets for 2031, the opening of the new library and recreation space

is on track for 2020 and we welcomed Niagara University – Vaughan’s first university. Citizens are being encouraged to take a more active role in their civic duty by participating in task forces and using a self-service online reporting tool – Service Vaughan.

These are just a few examples of how staff are collaborating to provide efficient service delivery and maintain a high quality of life in Vaughan. By remaining steadfast in our commitment to “citizens first through Service Excellence,” we are creating a sustainable city where people want to live, raise families, invest, work and enjoy tourism and recreational opportunities.

The entire Senior Leadership Team – Executive applauds the amazing effort City staff are making on our strategic priorities. We will continue to push our Council-approved city-building initiatives forward and keep the momentum going as we create a positive difference for citizens, businesses and one another.

Senior Leadership Team – Executive





ABOUT VAUGHAN

With a population of approximately 335,000 residents, the City of Vaughan has been one of the fastest-growing communities in Canada and continues to be an emerging world-class place to raise a family, start a business and enjoy many attractions and amenities. It is anticipated that by 2031, Vaughan will grow to more than 426,000 people and 280,000 jobs. It is home to more than 12,000 businesses that employ more than 223,000 people.

The quality of life is unrivalled. In fact, the results from the 2018 Citizen Satisfaction Survey reveal 97 per cent of residents agree the quality of life is good here. The majority of citizens also cite a strong sense of community and belonging, with 92 per cent saying they are proud to be from Vaughan and 91 per cent saying it is a welcoming city. It is also a multicultural community with 105 different languages spoken.

City of Vaughan

2018 CITIZEN SURVEY

The Citizen Survey shows that citizens are happy with the **Quality of Life** in Vaughan.



Satisfaction with Individual Services

- 100% Fire Services *Highest Ever!*
- 96% Local Public Libraries
- 93% Recreation and Fitness Facilities
- 91% Recreation and Fitness Programs
- 91% Garbage, Recycling, Organics and Yard Waste Collection
- 91% Off-road Multi-use/Nature Trails
- 90% Maintenance of Parks and Greenspaces
- 90% Arts and Culture



Proud to be from Vaughan

92%



Feel Vaughan is a Welcoming Community

91%



Overall Satisfaction with Services

91%



Satisfaction with Service Delivery

90%



vaughan.ca



Ipsos Public Affairs



ABOUT THE PLAN

The 2018-2022 Term of Council Service Excellence Strategic Plan serves as a map to guide the City through the next four years.

Each four-year Term of Council Service Excellence Strategic Plan incrementally contributes toward the achievement of the Vaughan Vision. This plan builds off the 2014-2018 plan, continuing the alignment of people, priorities, processes and technology. It outlines Vaughan's vision, mission and values and identifies the strategic key activities that staff will focus on to enable the execution and implementation of projects related to Council's commitments to the citizens of Vaughan.

The 2018-2022 Term of Council Service Excellence Strategic Plan is aligned with the 2019 Budget and 2020-2022 Financial Plan and will position the

City to deliver on Council-approved priorities while continuing to keep the tax rate increase among the lowest in the Greater Toronto Area.

The Strategic Plan was shaped by a number of factors:

- The City's vision, mission and values
- The 2018 Citizen Satisfaction Survey results
- The 2018 Business Sector Survey results
- The 2018 Employee Engagement Survey results
- The 2019 business plans from each portfolio, office and department
- The 2019 Budget and 2020-2022 Financial Plan
- The priorities identified by the Mayor and Members of Council

GOVERNANCE FRAMEWORK

The 2018-2022 Term of Council Service Excellence Strategic Plan provides the overall direction that is then executed through the activities identified in departmental business plans, which

are aligned to individual performance goals. A sound governance structure of both internal and external reporting is imperative to the City's success in achieving this four-year plan.





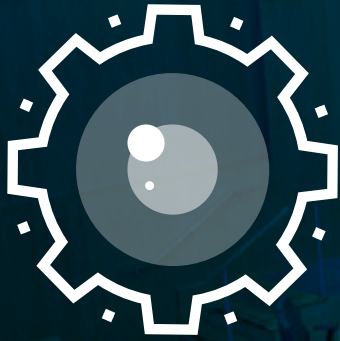
BREAKING DOWN THE STRATEGIC PLAN

The 2018-2022 Term of Council Service Excellence Strategic Plan is guided by the City’s mission, vision and values. It is then divided into nine strategic priority areas:

- Transportation and Mobility
- City Building
- Environmental Stewardship
- Active, Safe and Diverse Communities
- Economic Prosperity, Investment and Social Capital
- Good Governance
- Citizen Experience
- Operational Performance
- Staff Engagement

Six of the strategic priority areas are primarily reflective of Council’s objectives and three are the Service Excellence objectives. Each strategic priority area is further broken down into results statements that articulate the outcome that is to be achieved at the end of this Term of Council. The results statements enable the organization to cascade the strategic goals into clear, focused and measurable performance results.

VISION, MISSION AND VALUES



Vision

A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable.



Mission

Citizens first through Service Excellence.



Values

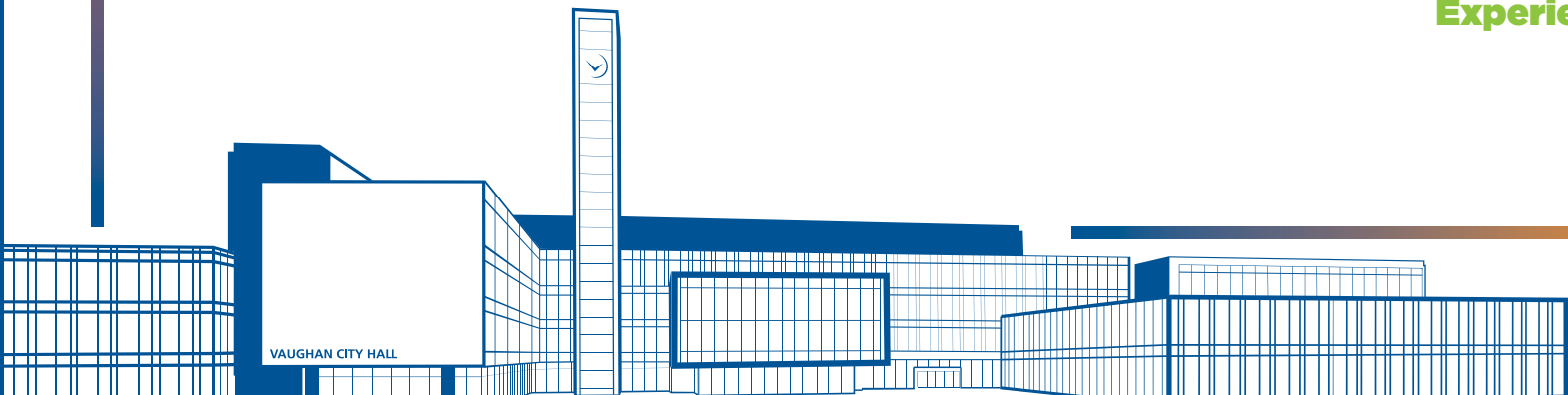
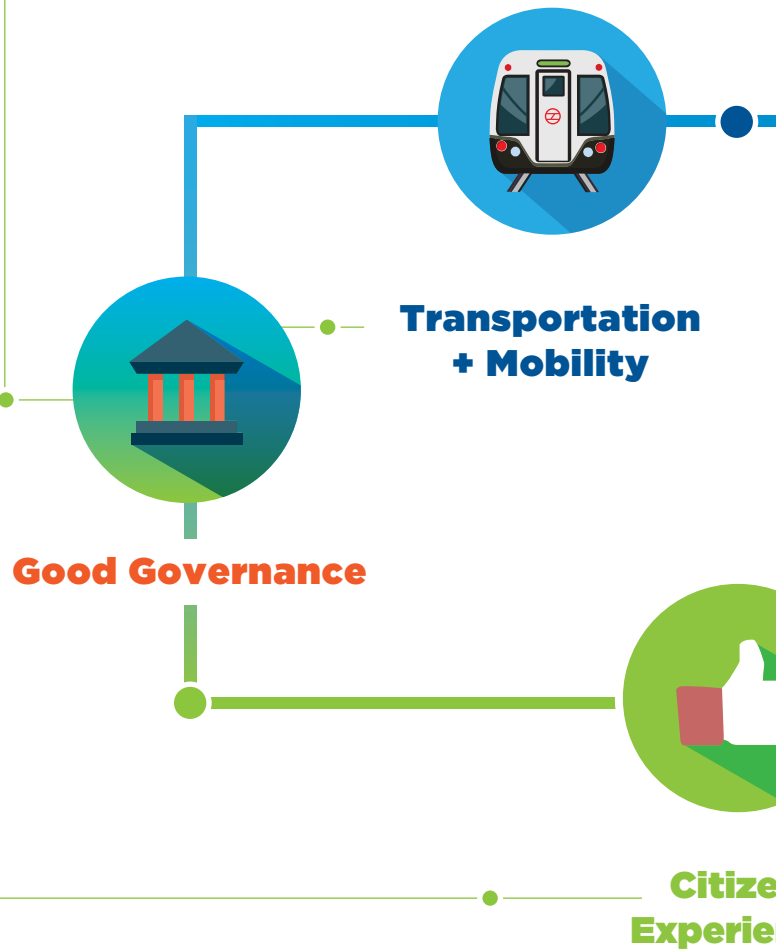
Respect, Accountability and Dedication

Term of Council Service Excellence Strategic Plan 2018-2022

Mission ● —
Citizens first
through Service
Excellence.

The 2018-2022 Term of Council Service Excellence Strategic Plan reinforces the City of Vaughan's mission, vision and values, representing the core of how the administration will go above and beyond to deliver on Council's priorities through Service Excellence.

The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.



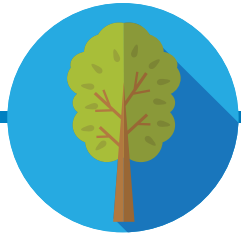
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Vision

A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable.

Values

Respect
Accountability
Dedication

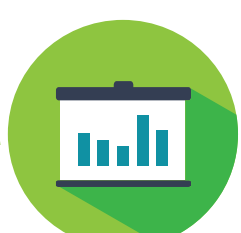


City Building

Environmental Stewardship

Active, Safe and Diverse Communities

Economic Prosperity, Investment + Social Capital



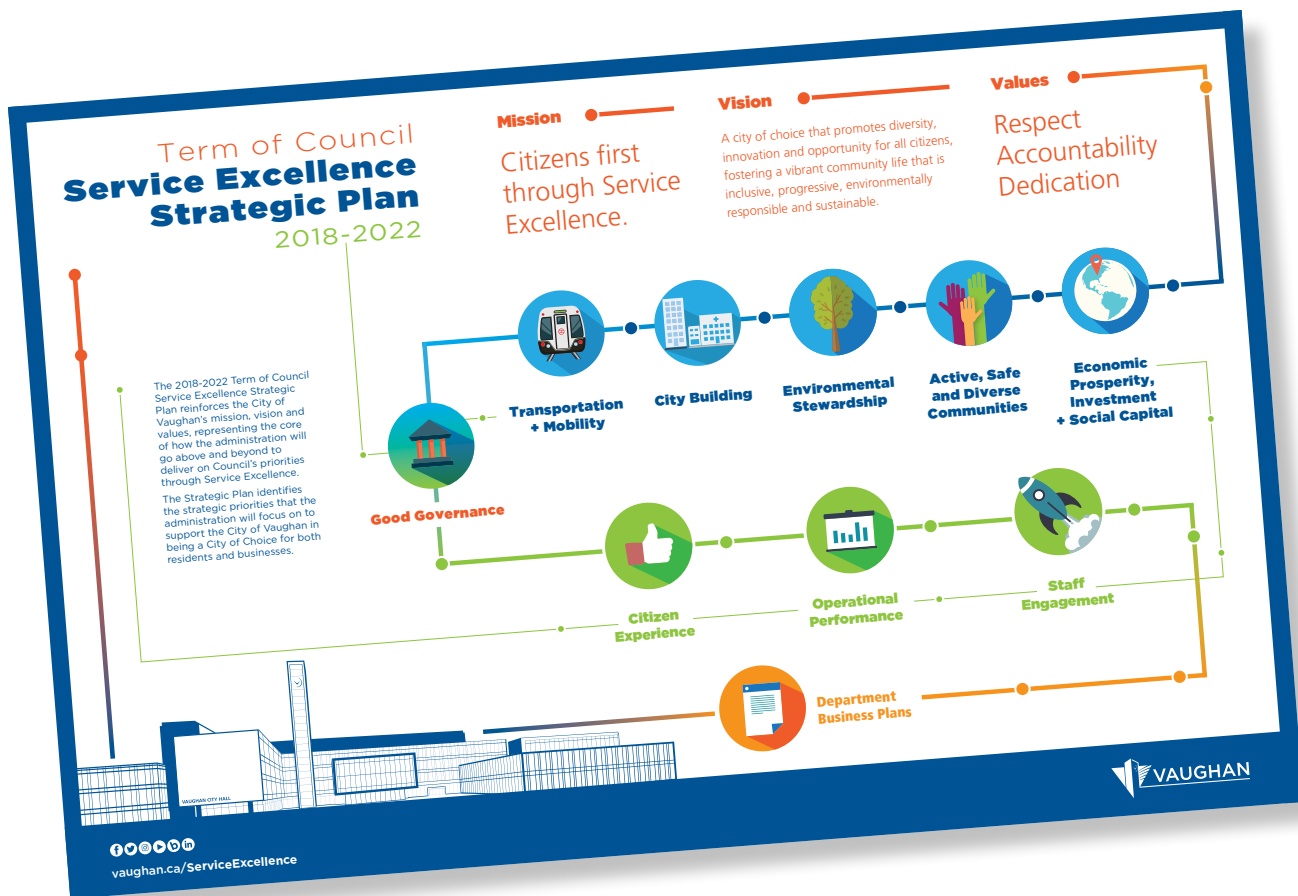
Finance

Operational Performance

Staff Engagement



Department Business Plans



READING THE MAP

The 2018-2022 Term of Council Service Excellence Strategic Plan is best explained through this map – which has many “stops” along the way.

The blue icons (or “stops”) represent the Term of Council Strategic Priorities of Transportation and Mobility; City Building; Environmental Stewardship; Active, Safe and Diverse Communities; and Economic Prosperity, Investment and Social Capital. These are external initiatives.

The green icons represent the Service Excellence Strategic Priorities of Citizen Experience, Operational Performance and Staff Engagement. These are internal initiatives.

The mixed blue/green icon for Good Governance represents the “transfer station” bridging the City’s internal and external initiatives. It guides how the City delivers Service Excellence through responsible and accountable government as it achieves the Term of Council priorities.

This is not a linear map in which each strategic priority is done in sequence. Rather, each area is equally important and conducted simultaneously.

The business plan icon represents the important role this plays in planning of resources and cross-departmental collaboration on key activities to fulfill the priorities.

READING THE MAP
 The 2018-2022 Term of Council Service Excellence Strategic Plan is best explained through this map - which has many "stops" along the way. The blue icons (or "stops") represent the term of Council Strategic Priorities of Transportation and Mobility, City Building, Active, Safe and Diverse Communities, Environmental Stewardship, Economic Prosperity, Investment and Social Capital, and Good Governance. The green icons represent the Strategic Initiatives of Citizen Experience, Operational Performance, and Staff Engagement. These are internal initiatives. The mixed blue/green icon for Good Governance represents the "Transfer Station" - bringing the City's internal and external initiatives through responsible and accountable governance. It achieves the term of Council priorities. This is not a linear map in which each strategic priority is done in sequence. Rather, each area is equally important and conducted simultaneously.



The 2018-2022 Term of Council Service Excellence Strategic Plan reinforces the City of Vaughan's mission, vision and how the administration will go above and beyond to deliver on Council's priorities through service excellence. The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.



Transportation and Mobility
 Objective: 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.

City Building
 Objective: 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.

Environmental Stewardship
 Objective: 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.

Active, Safe and Diverse Communities
 Objective: 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.

Economic Prosperity, Investment and Social Capital
 Objective: 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.

Good Governance
 Objective: 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.

Citizen Experience
 Objective: 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 with the use of technology.

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

Staff Engagement
 Objective: 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.



TERM OF COUNCIL STRATEGIC PRIORITIES



TERM OF COUNCIL STRATEGIC PRIORITIES



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.

Objectives:

- Improve local road network
- Support regional transportation initiatives
- Advance active transportation



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.

Objectives:

- Develop the Mackenzie Vaughan Hospital precinct
- Develop the Vaughan Metropolitan Centre
- Elevate the quality of life through city planning

TERM OF COUNCIL STRATEGIC PRIORITIES



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.

Objective:

- Protect and respect our environment
- Proactive environmental management
- Build the low-carbon economy and a resilient city



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.

Objective:

- Enhance community well-being
- Enrich our communities
- Maintain safety in our community



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.

Objective:

- Advance economic opportunities
- Attract new investments
- Enable a climate for job creation



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.

Objective:

- Ensure transparency and accountability
- Demonstrate value for money
- Commitment to financial stewardship



**SERVICE
EXCELLENCE
STRATEGIC
PRIORITIES**

SERVICE EXCELLENCE STRATEGIC PRIORITIES



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 with the use of technology.

Objective:

- Commitment to citizen service
- Transform services through technology



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.

Objective:

- Leverage data-driven decision-making
- Promote innovation and continuous improvement



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.

Objective:

- Empower staff
- Develop leadership
- Manage performance



Vaughan has issued more than **48,000 permits** representing nearly **\$12 billion**

BUDGET SAVINGS since 2015 amounted to nearly **\$30 million**

Tax rate increase **no greater than 3%**

Vaughan Council continues to ensure one of the **lowest tax rates in the GTA**

MEASURING THE RESULTS

As the City of Vaughan continues on its Service Excellence Journey, measuring the progress that is being made on this Strategic Plan is a priority.

Annual progress reports will be provided to Members of Council and the community each March, from 2020 to 2023. The Strategic Plan will continue to be integrated within the budget process, business plans and staff goals. The annual reports will include current performance measures as well as milestones and achievements.

The City is proud to report tremendous progress was made on the 2014-2018 Service Excellence Strategic Plan. Here are some of the highlights.



VMC TTC subway station NOW OPEN
Nearly 15,000 riders daily

TRANSPORTATION ACHIEVEMENTS:



Viva Rapid Transit



Metrolinx Regional Express Rail (RER)



Kirby GO Station



Highway 427 Expansion



Vaughan is one of the
SAFEST
COMMUNITIES
IN CANADA



The Mackenzie Vaughan Hospital will be Canada's first 'smart' technology hospital with a capacity of

550 beds

Vaughan officially launched a
LOBBYIST
REGISTRY



Nearly
440 km
of NEW roads



A new policy
allowing
secondary suites
was approved



More than
30,000
trees have been
planted as part
of the City's tree
replacement plan



Annual cost savings of
MORE THAN
\$266,000
at City facilities by reducing
energy consumption by over
2 million kWh



Since 2010 Vaughan
Business Enterprise Centre
has helped entrepreneurs
start or expand nearly
3,600
businesses in Vaughan



The City opened
Phase One of the
900 acre
North Maple
Regional Park



Since 2010 nearly
60,000
new jobs were created
in Vaughan, making it
the **HIGHEST** employment
centre in York Region.



Home to the
first university
in York Region
NIAGARA
UNIVERSITY



YEAR 1 KEY RESULTS

2018-2022

Term of Council

Service Excellence

Strategic Plan



The 2018-2022 Term of Council Service Excellence Strategic Plan articulates an actionable plan, grounded in information and data, informed through various inputs and drivers, and reflective of defined responsibility and accountability. Within the context of the City’s strategic directions and the utilization of the Strategic Priority Oversight Teams (SPOTs), the Administration has made significant progress in ensuring that an effective governance model is in place as it is integral to the Administration’s success in delivering on Council priorities.

Strategic Priority Oversight Teams

An oversight governance structure on the delivery of the Strategic Plan – Strategic Priority Oversight Teams (SPOTs) – was established in 2019 to oversee and guide the fulfillment of the Strategic objectives.

The SPOTs:

- ensure a cross-corporate lens on strategic priority deliverables
- promote corporate-wide accountability
- listen to the voices of those who deliver services
- encourage teamwork
- foster cross-departmental problem solving
- encourage information sharing
- promote enhanced staff engagement

The benefits of cross-functional teams are important to the effective delivery of our strategic priorities. They leverage the multiple skills and competencies across the organization and bring a wealth of perspectives and expertise to the table. Cross-functional teams enhance engagement, empower staff outside of their traditional hierarchies, break down silos, promote creativity, enhance collaboration, and make for better risk management problem identification, options assessments and creative problem solving by looking at things through multiple perspectives and lenses.

There is one SPOT for each priority area of the Strategic Plan and each SPOT is comprised of a Deputy City Manager Sponsor, Senior Leadership Team (SLT) members, subject matter experts and support members who meet on a quarterly basis.

Overview of the Key Results

(Dec. 2018 - Dec. 2019)

2 Not Started

82 In Progress

12 COMPLETE

The following 12 activities are complete:

- Co-ordinate with other levels of government on the York Region Bus Rapid Transit (Highway 7, Centre Street, Bathurst Street)
- Complete the Pedestrian and Cycling Master Plan Update
- Complete the review of Green Directions Vaughan
- Develop creative and cultural amenities and nurture community engagement
- Attract a post-secondary institution to Vaughan
- Promote 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
- Establish a Strategic Innovation and Process Improvement function for the corporation and advance the culture of continuous improvement
- Establish Alternative Work Arrangements policy and procedures
- Create and develop the Great Walks of Vaughan Program
- Advance missing links at Bass Pro Mills Drive from Romina Drive to Jane Street
- Conduct the Citizen Satisfaction Survey 2018
- Develop a Senior Leadership Team Governance Model

Coming soon... the Ward Boundary Review and Open Data initiative will commence in 2020

Transportation and Mobility

Connections have been made in the local road network to help improve the flow of traffic; the design for John Lawrie overpass and utility relocation on Zenway have been completed; and the Pedestrian and Cycling Master Plan update has been approved by Council.

City Building

Development activity in the VMC has already exceeded residential targets for 2031; and more than 80 building permits have been issued and hundreds of inspections performed for the Mackenzie Vaughan Hospital.

Economic Prosperity, Investment and Social Capital

In partnership with the Vaughan Chamber of Commerce, the City undertook a trade mission to Israel; and Vaughan welcomed its first university – Niagara University.

Good Governance

The Enterprise Project and Change Management Office structure and mandate has been established and is well underway; and extensive recruitment for several Council-approved task forces has been undertaken.

HIGHLIGHTS

Environmental Stewardship

The City has been converting streetlights to Light-Emitting Diode (LED) technology which will result in significant energy and cost savings; and Green Directions Vaughan 2019, the City's updated environmental sustainability plan, was approved by Council December 2019.

Active, Safe and Diverse Communities

The 2019 Culture Days program had more than 30 events throughout the city which nurtures community engagement and provides a creative and cultural outlet; and planning for the 2020 opening of the new library and recreation space at the VMC has been well underway.

Service Excellence

Service Vaughan, a self-service online reporting and follow-up tool for residents to submit service requests or comments, launched to the public; Lean methodology and training was introduced with a program that included in-class training and certification; and an Alternative Work Arrangement policy and procedure have been developed that will offer a variety of options for staff to consider.





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.

Transportation and Infrastructure Task Force

Objective: Improving Local Road Network

Key Activities for 2018-2022

Develop Transportation Management Strategy

- Transportation Master Plan
- Traffic Management Strategy

Advance Capital Road Improvements

- Huntington Road widening
- Kirby Road widening, Jane Street to Dufferin Street (EA)
- Creditstone Road widening, Langstaff Road to Highway 7 (EA)

Advance Missing Links

- Kirby Road, from Dufferin Street to Bathurst Street (EA)
- Bass Pro Mills Drive, from Romina Drive to Jane Street
- Bass Pro Mills Drive, from Highway 400 to Weston Road (EA)
- Canada Drive-America Avenue Bridge (formerly North Maple Community Bridge)
- Huntington Road ramp extension

Introduce Innovative Technologies

- Mobility pilot around GO Transit stations
- University of Toronto Internet of Things (IOT) initiatives

Key Results

- The City has awarded the Environmental Assessment and preliminary design for the widening of Kirby Road between Jane and Dufferin streets, the grade separation of the Barrie GO rail line and the elimination of the jog at Jane Street – all of which will support the projected growth in population and employment in the area, plans for a new GO station at Kirby Road and regional transit initiatives. The notice of commencement was issued in January 2020 and this project is expected to take two years to complete.
- The Environmental Assessment regarding the missing link on Kirby Road from Dufferin to Bathurst streets has been approved and can proceed to the next phases for detailed design and construction. This will help to support the planned growth in the city.
- The extension of Bass Pro Mills Drive easterly to Jane Street was completed in December, expanding the existing transportation network, improving mobility and supporting growth and development. Any remaining work will be finalized in the summer.
- The Environmental Assessments for Bass Pro Mills Drive from Highway 400 to Weston Road was awarded in December 2019, which will support the projected growth in population and employment in the 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.

Transportation and Infrastructure Task Force

Objective: Support Regional Transportation Initiatives

Key Activities for 2018-2022

Proactively Co-ordinate with Other Levels of Governments to Support

- Implementation of GO expansion
- GTA West Transportation Corridor EA study
- Highway 427 extension (construction)
- Yonge Subway extension (design)
- York Region Bus Rapid Transit (Highway 7, Centre Street, Bathurst Street)
- Langstaff Road missing link (EA)
- Teston Road missing link (EA)
- Major Mackenzie Drive widening adjacent to hospital



Key Results

- City staff are working closely with Metrolinx to co-ordinate major transit initiatives region-wide such as the GO expansion. Maple GO station improvements, including a pedestrian bridge over Major Mackenzie Drive, and active transportation facilities surrounding the station are underway and will be tendering in spring 2020.
- The design for John Lawrie overpass and utility relocation on Zenway Boulevard has been completed. City staff continue to co-ordinate with other levels of government on the Highway 427 extension. Substantial completion is expected in late 2020.
- The City assisted York Region Rapid Transit Corporation in implementing dedicated bus rapid transit lanes on Highway 7, Centre Street and Bathurst Street. Bus rapid transit lanes were completed on all three corridors as of December 2019. This provides high quality transit connections between York Region municipalities.





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.

Transportation and Infrastructure Task Force

Objective: Advance Active Transportation

Key Activities for 2018-2022

- Complete the Pedestrian and Cycling Master Plan Update
- Advance the Vaughan Super Trail initiative
- Deliver Clark Avenue Active Transportation Facility (multimodal transportation, operational and road safety improvements)

Key Results

- The Pedestrian and Cycling Master Plan update was approved by Council in December 2019.
- The City leveraged an opportunity to place a pedestrian- and cycling-friendly underpass as part of York Region's urgent culvert repair works on Major Mackenzie Drive West. This provides an important connection and critical crossing along the Bartley Smith Greenway recreational trail system that forms part of the 100 kilometre proposed Vaughan Super Trail. The major construction work occurred during the 2019 summer months.
- The detailed design for the Clark Avenue cycle track is nearing completion. The City was also successful in receiving funding from the Municipal Partnership Program in support of this project.
- Cost efficiencies were achieved by co-ordinating other needed infrastructure upgrades and operational and road-safety improvements on Clark Avenue, such as:

- Intersection and transit stop improvements for York Region Transit
- Replacement of the existing metallic watermain (between Yonge Street and Bathurst Street) with PVC pipe
- Reduction of lane widths in support of the posted 50 kilometre/hour speed limit
- Improving vehicular and pedestrian movements by upgrading new traffic signal controllers, accessible pedestrian push buttons, pedestrian signal countdown display and interfacing with York Region's traffic control system





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.

Affordable Housing and Growth Task Force Hospital Precinct Task Force

Objective: Develop the Mackenzie Vaughan Hospital Precinct

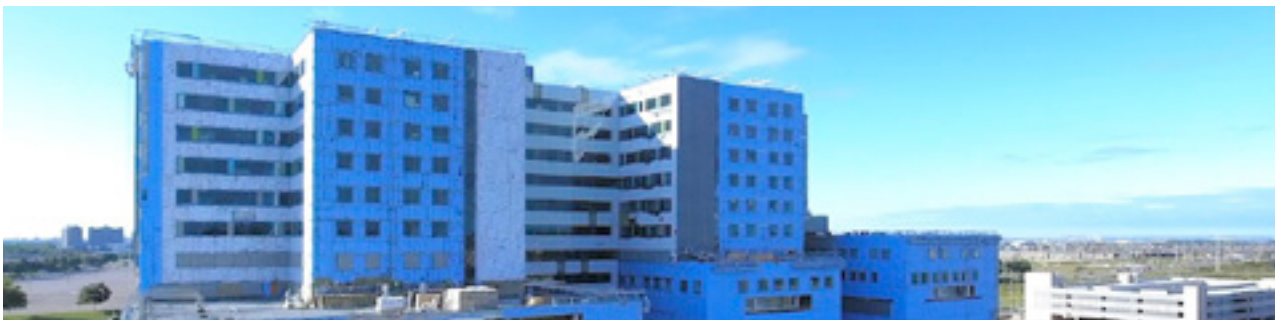
Key Activities for 2018-2022

- Facilitate the completion and opening of the new Mackenzie Vaughan Hospital
- Complete the Vaughan Healthcare Centre Precinct feasibility study
- Open a new library at the Mackenzie Vaughan Hospital

Key Results

- More than 80 building permits have been issued and hundreds of inspections performed for the Mackenzie Vaughan Hospital. Completion of these activities will ensure the new hospital building meets or exceeds standards applicable to fire safety of occupants, protection from hazards, structural integrity of the building, health and sanitation, accessibility, energy efficiency and protection of the environment.

- On Oct. 2, the City formally signed a memorandum of understanding with Mackenzie Health, York University and ventureLAB to complete a feasibility study on the lands surrounding the Mackenzie Vaughan Hospital. The study – which is targeted for completion by Q4 2020 – will identify transformational opportunities to maximize the use of lands at Jane Street and Major Mackenzie Drive, transforming it into the Vaughan Healthcare Centre Precinct.
- Vaughan Public Libraries (VPL) staff have worked to procure resources for the new library within the hospital. This hospital will be open to all visitors of the hospital. The service model for the library has been developed and will include health literacy services. VPL continues to work collaboratively with Mackenzie Health to strengthen a new partnership model.





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.

Affordable Housing and Growth Task Force Hospital Precinct Task Force

Objective: Develop Vaughan Metropolitan Centre

Key Activities for 2018-2022

- Facilitate construction of Central Park (Phase 1)
- Further development of Edgeley Park
- Develop the VMC as a complete community with emphasis on cultural development

Key Results

- Development activity in the VMC has already exceeded residential targets for 2031 with 20,531 units of housing and an estimated 40,651 people in the development pipeline. This includes eight high-rise residential towers that are currently built and occupied or under construction.
- The first phase of the development of Edgeley Park design is moving forward with peer review completed. Completed detailed designs and procurement are planned for 2020.
- A focus was on building a complete community within the VMC encompassing cultural development. A tremendous amount of work was done in 2019 by City staff to support Rogers Hometown Hockey with a live broadcast from the VMC during the Maple Leafs game on Jan. 12, 2020. Autograph signing, food trucks and entertainment brought residents and visitors together to the centre to enjoy and experience together.



- The SmartCentres Place Bus Terminal opened for business in November 2019.
- In partnership with York Region, SmartCentres and the Toronto and Region Conservation Authority, the City has constructed and opened the following new roads in the VMC's northwest area:
 - Applewood Crescent from Highway 7 to Portage Parkway
 - Commerce Street from Highway 7 to Apple Mill Road
 - Apple Mill Road from Edgeley Boulevard to Applewood Crescent
- Construction of these new City roads align with completion of the York Region Bus Rapidway Transit Station on Highway 7 at Commerce Street, in addition to the relocation of the Highway 400 off-ramp at Highway 7.



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.

Affordable Housing and Growth Task Force Hospital Precinct Task Force

Objective: Elevate Quality of Life through City Planning

Key Activities for 2018-2022

- Undertake the City's Growth Management Strategy (Vaughan Vision 2051)
- Advance the 900-acre vision for North Maple Regional Park
- Complete the City of Vaughan Official Plan Review
- Work with York Region to increase availability and affordability of housing choices
- Promote transit-friendly and walkable communities by completing secondary plans in priority transit areas

Key Results

- The concept plan for Phase 2 of the 900-acre North Maple Regional Park is underway, including partnership discussions. The park is becoming a popular destination, with the Canada Day celebration held there for the first time in 2019.
- Following a competitive procurement process, the City has selected a consultant for the Official Plan Review. The Region is currently undertaking a Municipal Comprehensive Review that will lead to a new Regional Official Plan and will inform the City's review with respect to population, employment growth, intensification and other regional



matters. The City is currently targeting Q2 2022 for the adoption of the new Official Plan.

- A number of secondary plans have either been completed or initiated in 2019 to promote transit-friendly and walkable communities in priority transit areas. The Block 27 Secondary Plan, which includes the Kirby GO station and supporting Transit Hub, was adopted by City Council in September 2018 and subsequently approved by Regional Council in April 2019 without any appeals to the Local Planning Appeal Tribunal (LPAT). The Promenade Centre Secondary Plan was initiated in May 2019 to guide the future development of this primary centre as a transit-oriented, pedestrian-friendly complete community. The Concord GO Centre Mobility Hub Study background phase was completed. A transportation consultant has been retained to initiate the Transportation Master Plan to support a complete community that provides the appropriate mix of land uses, densities and pedestrian-friendly amenities.



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.

Environmental Leadership Task Force

Objective: Protect and Respect Our Environment

Key Activities for 2018-2022

- Complete the review of Green Directions Vaughan

Key Results

- Green Directions Vaughan 2019, the City's updated environmental sustainability plan, was approved by Council in December 2019. One of the highlights of the community engagement effort for this process was the Greenbelt Urban River Valley Open House in September supported by funding from the Greenbelt Foundation.

- The City created three pollinator gardens: one at Vellore Hall, one at City Hall and one at Doctors Mclean District Park. These projects support the City's commitment to the Mayors' Monarch Pledge.
- The City was awarded funding from the Federation of Canadian Municipalities to undertake its first Sustainable Neighbourhood Action Program in the Thornhill area. This initiative will develop an action plan for neighbourhood revitalization.





Environmental Stewardship

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Environmental Leadership Task Force

Objective: Proactive Environment Management

Key Activities for 2018-2022

- Deliver an Asset Management Plan for the City's urban forests

Key Results

- A project charter is in development for an asset management plan with a focus on the urban tree canopy; it is expected to be completed and brought forward to Council during this Term of Council.

Objective: Build The Low Carbon Economy and a Resilient City

Key Activities for 2018-2022

- Promote energy efficiency in the business sector in partnership with key stakeholders
- Aim to meet new energy efficiency targets in City facilities and promote green building for new developments
- Deliver the Tree Maintenance Plan

Key Results

- The City has been converting streetlights to Light-Emitting Diode (LED) technology which will result in significant energy and cost savings.
- Discussions are underway with Alectra and Enbridge to establish a data sharing protocol for energy data in support of annual tracking of community carbon emissions and the upcoming revision of the Municipal Energy Plan.

- Council approved the Corporate Energy Management Plan in June 2019 that sets near-term (to 2024) and medium-term (to 2030) energy intensity targets for facilities. The Energy Management Plan also sets a long-term (2050) target for zero carbon emissions from operations of City facilities. Public reporting of building energy use in Ontario to the Broader Public Sector registry offers a database for benchmarking by comparing the City's portfolio of buildings to the most efficient buildings of similar typology.
- The City initiated a feasibility study for the renovation of Fire Hall 7-1 to be a zero emission facility.



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.

Older Adult Task Force Diversity and Citizen Engagement Task Force

Objective: Enhance Community Well-being

Key Activities for 2018-2022

- Develop and implement modernized property standards, licensing (tow trucks), road allowance (new), short-term rentals (new), parking (Parking Strategy) and fence by-laws in accordance with the By-law Strategy
- Develop and implement an Events Strategy
- Open new library and recreation space at the VMC
- Undertake the design of the new community centre and park in the Carrville area
- Create and develop the Great Walks of Vaughan program
- Revitalization of Garnet A. Williams Community Centre

Key Results

- Developing and modernizing by-laws is a key focus and foundational principle to ensure that all regulatory by-laws are relevant, suitable and reflect current culture, diversity and environmental factors. Several by-laws were brought forward in 2019, including parking, signs, noise, administrative monetary penalties, new cannabis regulations and three by-laws introducing a regulatory framework for short-term rental (STR) accommodations - amending zoning



- by-law, and new STR licensing and Municipal Accommodation Tax by-laws.
- An architect has been secured to complete the design of the new community centre, library and park in the Carrville area with the design to be completed for 2020.
- Planning for the 2020 opening of the new library and recreation space at the VMC has been well underway. A facility operating group has been established and programming needs and offerings are currently being discussed. The service model for the VMC library has been developed and will include culinary literacy services. Collection and resource selection are well underway as is procurement of furniture, fixtures and equipment.
- Consultant has been awarded and pre-design is complete for the revitalization of Garnet A. Williams Community Centre.



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Older Adult Task Force Diversity and Citizen Engagement Task Force

Objective: Enrich Our Community

Key Activities for 2018-2022

- Advance the development of an inclusive citizen engagement framework
- Develop creative and cultural amenities and nurture community engagement
- Increase public art awareness and develop community public art place-making
- Move forward with Inclusion Charter Action Plan

Key Results

- With a focus on public art awareness, the City executed the OUTSIDE THE BOX exhibition at Vaughan City Hall with portraits of innovation and technology. Also displayed at Vaughan City Hall is the facingNORTH art exhibition, which is art created by the Indigenous inhabitants

- of the Arctic regions of Greenland, Canada and Alaska.
- The 2019 Culture Days program had more than 30 events occurring throughout the City which nurtures community engagement and provides a creative and cultural outlet.
- The Vaughan Inclusion Charter was approved by Council in June 2019 with a signing ceremony on Jan. 28, 2020. In the municipal context, inclusion is about ensuring that access to jobs, opportunities and services in the City follow an equitable, fair and transparent process and is demonstrated in a diverse workforce and services to the public. Diversity is celebrated, acknowledged and is seen as something that makes everyone and everything better off.





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Older Adult Task Force Diversity and Citizen Engagement Task Force

Objective: Maintain Safety in Our Community

Key Activities for 2018-2022

- Provide a comprehensive fire protection program through public education and fire code enforcement
- Acquire land for Fire Stations 7-11 and 7-12
- Open Fire Station 7-4
- Conduct the feasibility study of Fire Station 7-2
- Implement recommendations from the School Crossing Guard Program Review
- Develop and implement a Corporate Security Plan

Key Results

- A new initiative in 2019 was fire suppression crews conducting fire safety assessments in Vaughan schools for the York Region District School Board and

the York Catholic District School Board, and following up to ensure fire code violations were corrected.

- Land acquisition for Fire Stations 7-11 and 7-12 using data analytics to determine the ideal locations for emergency response and sites continue to be explored.
- A new fire station opened on Jan. 3, 2020 at 835 Nashville Rd. (Nashville Road and Huntington Road). Fire Station 7-4 is Vaughan's 10th station, and it brings vital emergency services closer to home for the Kleinburg community.
- Vaughan Fire and Rescue Service introduced a festive breakfast as part of the public education program. The focus was on smoke alarm and CO alarm awareness, home escape planning and Christmas tree fire safety.





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.

Smart City Task Force Economic Prosperity, Investment and Social Capital Task Force

Objective: Advance Economic Opportunities

Key Activities for 2018-2022

- Advance Smart City and technology-led economic development opportunities
- Generate alternative revenue sources through city-wide sponsorship, advertising and grants
- Mayor and Members of Council attend the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce

Key Results

- The Municipal Partnership Office had a productive year in 2019 with Council approval of the Digital Billboard initiative and three site locations. These billboards, when installed, can generate up to \$150,000 in annual revenue to the City.
- The partnership office identified more than 250 eligible grant opportunities for the municipality of which more than 20 were successful, totalling just over \$16.8 million including 39 summer internships in six departments with approximately \$90,000 funded through Service Canada's Summer Jobs Program.
- An Audit and Accountability Grant was brought forward in 2019 by the Government of Ontario for the purposes of building towards four cents on the dollar in cost avoidance. The City of Vaughan is one of 39 participating municipalities, which provided opportunity to conduct focused reviews of programs and services in a commitment to demonstrate value for dollar. The area of focus for this grant is the feasibility of implementing a sponsorship model for horticulture beds and sport fields. Dillon Consulting was retained to complete this review. As a next step, the City will leverage this exercise to develop a 2020 workplan for Sponsorship in Horticulture; this will be brought forward to Council by April 2020.
- In partnership with the Vaughan Chamber of Commerce, the City of Vaughan undertook a trade mission to Israel from Nov. 22-30, 2019. Led by Mayor Maurizio Bevilacqua, Councillor Linda Jackson, Councillor Sandra Yeung Racco and Councillor Alan Shefman, and joined by thought leaders from Mackenzie Health, ventureLAB and York University, the trade mission's mandate was to encourage job-creating trade, build alliances, pursue investments, support the growth of local companies and globally-recognized institutions taking part in this effort, and strengthen relations with Jewish and Israeli communities.



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Smart City Task Force Economic Prosperity, Investment and Social Capital Task Force

Objective: Attract New Investments

Key Activities for 2018-2022

- Attract a post-secondary institution to Vaughan
 - Invest in the tourism and accommodation industry
 - Engage the Vaughan business community and regional partners, strengthen networks and relationships, and make business and labour connections to regional and international networks
- efforts for the City and assist in city-building initiatives.
 - Activate!Vaughan launched to connect entrepreneurs with Vaughan's businesses to advance sustainability. On Nov. 28, entrepreneurs and startups pitched innovative solutions at the Activate!Vaughan Innovation Challenge that will transform manufacturing, supply chains, business processes, revenue models and customer engagement channels.

Key Results

- Vaughan welcomed its first university – Niagara University – which officially opened the doors to its new Vaughan campus on Jan. 21, 2019 with more than 300 students.
- With the goal of boosting investment, employment and new businesses in Vaughan's vibrant tourism and accommodation industry, the Municipal Accommodation Tax (MAT) came into effect in Vaughan on April 1. A four per cent tax now applies to hotel, motel, bed-and-breakfast and short-term rentals stays. The revenue collected from the MAT – estimated to be approximately \$3.4 million in 2020 – will fund tourism





Economic Prosperity, Investment And Social Capital

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Smart City Task Force Economic Prosperity, Investment and Social Capital Task Force

Objective: Enable a Climate for Job Creation

Key Activities for 2018-2022

- Develop Vaughan as an entrepreneurial and small-business and innovation hub
- Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centres (international business development)
- Promote the development of Vaughan's industrial sectors and business parks
- Increase Vaughan's brand recognition as the place to be (to think, startup, invest and visit)
- Develop VMC marketing and promotion, business development activities

Key Results

- The City has entered into a strategic partnership with ventureLAB to increase support to Vaughan's technology entrepreneurs. Through 2020, local technology entrepreneurs will have access to ventureLAB experts and advisors in Vaughan with dedicated consulting hours and training sessions.
- A feasibility study for a Cultural Arts Centre in the VMC was completed in November, examining the potential models for cultural hubs and how they can contribute to city building and placemaking; investment attraction and

job creation; tourism attraction; academic and social innovations; and civic pride. The feasibility study assessed the form, scale and governance structure of potential cultural hub models, taking into account community needs and market demands.

- With the goal of increasing Vaughan's brand recognition as the place to be (to think, startup, invest and visit), new economic development and tourism place branding identity marks were created and tested with stakeholders, with highly positive feedback. The marks and a new economic development website are expected to launch in 2020.
- The VMC was promoted at 13 business and real estate events with exposure to more than 4,800 professionals and via paid media opportunities with more than 311,000 copies and impressions.
- The City launched the Vaughan Rising Podcast, providing a platform to take a deep dive into Vaughan's most exciting projects with the developers, brokers and business leaders who are shaping the city's skyline. The 10-part series completed in 2019 generated 4,600 downloads from listeners in more than 30 countries. For more information, see vaughan.ca/podcasts.



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.

Effective Governance and Oversight Task Force

Objective: Ensure Transparency and Accountability

Key Activities for 2018-2022

- Conduct Ward Boundary Review
- Explore voting technology
- Establish an Enterprise Project and Change Management Office
- Execute the Internal Audit Risk-based Work Plan
- Initiate and pilot an Electronic Document and Records Management System
- Develop an Enterprise Risk Management Program

Key Results

- The Enterprise Project and Change Management Office structure and mandate has been established with staff hired and core functions and services defined. This addresses a key internal audit recommendation as part of the 2018 audit for fire services.
- The Office of the City Clerk held extensive recruitment processes for several Council-approved task forces, including the Older Adult Task Force, Transportation and Infrastructure Task Force, Smart City Task Force, and Effective Governance and Oversight Task Force. These opportunities allow

- residents to share their expertise and help advise the Mayor and Members of Council on relevant matters impacting the city and other citizens.
- Internal Audit undertook a number of projects in 2019, including the IT Risk Assessment, Facilities Management Audit, Phase 2 of the Construction Audit of Fire Station 7-4, Legal Services Audit and the Water Wastewater Stormwater Audit.
- The new Enterprise Risk Management program started in 2019 with the development of an overall framework which will continue in 2020 to develop an Enterprise Risk Management Policy, procedures, risk assessment methodologies and risk profile management reports.
- Through the development of the new Enterprise Risk Management program, the City is establishing the culture, capabilities, and practices that organizations rely on to manage risk in creating, preserving and realizing value. Risk workshops have been conducted with SPOTs to begin to develop a risk inventory and mitigation strategies for the delivery of the City's Strategic Plan.



Good Governance

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Effective Governance and Oversight Task Force

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

Key Activities for 2018-2022

- Develop a Long-range Fiscal Plan and Forecast
- Continue to refine Fiscal Framework policies to support financial sustainability
- Complete the Strategic Asset Management Policy and Asset Management Plans for core assets

Key Results

- Council approved the 2020 Budget and 2021-2022 Financial Plan on Dec. 17, 2019 setting both the property tax budget and the water, wastewater and stormwater budgets. The budget

process is an important part of governance.

- The City continues to refine Fiscal Framework policies to support financial sustainability. Policies under review are those greater than six years old of which two policies have been addressed in 2019: the Letter of Credit Policy and the Employee Reimbursement Policy.
- Progress was made on completing the Strategic Asset Management Policy and Asset Management Plans for core assets. A RFP has been initiated for the consultant to prepare the plan updates along with review and development of technical requirements for plan updates and strategy development.





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 with the use of technology.

Objective: Commitment to Citizen Service

Key Activities for 2018-2022

- Define the Citizen Experience (service level expectations) for each business function and align service costs with service value/benefits
- Conduct the Citizen Satisfaction Survey

Key Results

- The City developed an online development charge estimator that was made public on the City's development charge webpage. This tool allows the public to estimate the amount of development charges for a particular development proposal before applying for a building permit.
- In celebration of the Toronto Raptors' historic run in the 2019 NBA finals, viewing parties were held at Vaughan City Hall. Thousands of fans joined in this momentous community celebration.
- Staff are preparing for the launch of the 2020 Citizen Satisfaction Survey. Since 2007, the City of Vaughan has conducted citizen satisfaction surveys to gather input from residents on quality of life, delivery of City services, use of tax dollars, and communications and digital services. The last survey was conducted in 2018.





Citizen Experience

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Objective: Transform Services through Technology

Key Activities for 2018-2022

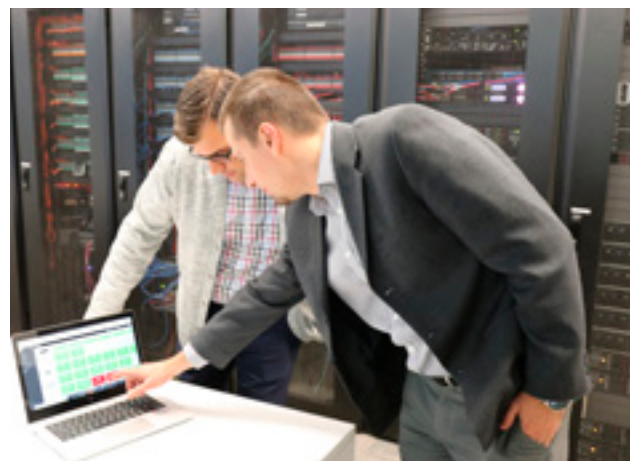
- Implement the Citizen Relationship Management System
- Implement Digital Strategy initiatives
- Implement an Open Data Program
- Implement the new vaughan.ca website

Key Results

- Service Vaughan, a self-service online reporting and follow-up tool for residents to submit service requests or comments, launched to the public. This is Phase 1 of the Citizen Relationship Management (CRM) initiative, which is part of the overall Service Vaughan Strategy.
- Building Standards has successfully digitized the zoning search (zoning search and written response, zoning clearance for child-care centre licences, zoning clearance for municipal licences, zoning clearance for Motor Vehicle Dealership Act licences) and development charge applications. This implementation allows customers to submit zoning search and development charge applications through the new online portal. The new service is modernizing the application process and is eliminating the need for customers to visit Vaughan City Hall for applications.
- To address feedback from the public regarding less than optimal Wi-Fi speed

at municipal buildings, the City increased Wi-Fi speed at community centres, libraries and Vaughan Fire and Rescue Service stations by up to 1,000 per cent, providing public access to high-speed, reliable wireless networks. In addition, VAUGHAN-WIFI, a single branded Vaughan Wi-Fi network, has been made available at all City-controlled facilities (City Hall, Joint Operations Centre, Tigi Court and community centres) and will be extended to the Vaughan Metropolitan Centre; this approach streamlines service access for public users of the Vaughan Wi-Fi network.

- To improve the usability and accessibility of information about City programs and services, the City has developed a strategy to replace vaughan.ca with a brand-new website.





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.

Objective: Leverage Data-driven Decision-making

Key Activities for 2018-2022

- Develop Data Management and Data Analytics Framework
- Establish performance scorecards for each portfolio/department

Key Results

- To increase organizational awareness of the value of data analytics and management, data dashboards were operationalized for several departments. Data dashboards were built as proofs of concept to show how data can be effectively leveraged to provide both insights into past performance and to predict future trends. Using data in this way means the City can now engage in an informed discussion leading to evidence-based decision-making.
- The 2020 business plan process saw many improvements with the development of SWOT (strengths, weaknesses, opportunities, threats) analysis, development of business planning teams at the department level and the introduction of the OKR (Objective and Key Results) methodology. These improvements were made to ensure better alignment to Council's strategic direction and to ensure budget and resource allocations are aligned with business planning objectives.





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.

Objective: Promote Innovation and Continuous Improvement

Key Activities for 2018-2022

- Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement.
- Implement continuous improvement initiatives and business process reviews to improve operations and service delivery/service modernization
 - Review the development application approval process (DAAP)
 - Implement the Finance Modernization project
 - Conduct the Public Works Service Level Review

Key Results

- In 2019, the Lean methodology and training was introduced with a program offering in-class training and certification. This has been met with a lot of enthusiasm and interest. It provides staff with the competencies to identify and carry out continuous improvement initiatives. There were three cohorts of Lean Green Belts with a total of 59 participants. Approximately 35 process improvement projects are underway. Graduation for these participants is scheduled for March 2020.



- In 2019, the City engaged a consultant to conduct a development application approval process (DAAP) improvement exercise. This exercise was undertaken to help find efficiencies and to align the City's DAAP process with the Bill 108 timelines. Through engagement with the development community, process improvement ideas were provided through workshops. A digitized application process was also completed.
- As part of the Procurement Modernization project, an electronic online bid submission system has been implemented – one of many new improvements.



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.

Objective: Empower Staff

Key Activities for 2018-2022

- Foster a culture of Service Excellence by increasing staff engagement
- Develop a Workplace Wellness Program
- Establish Alternative Work Arrangements policy and procedures
- Continue the delivery of the Learning and Organizational Development Program

Key Results

- The 2019 Employee Engagement Survey (which now incorporates Internal Audit's Governance and Accountability Survey) was conducted in November 2019. In total, 73 per cent of staff participated in the survey. Responses indicate 69 per cent overall staff engagement which is a significant increase of 11 per cent from the 2018 survey.
- As a City that promotes Service Excellence, staff are building on the commitment to attract talented,

- enthusiastic and inspiring public-sector leaders. An Alternative Work Arrangement policy and procedure have been developed that will offer a variety of options for staff to consider, including flexible work hours, compressed work weeks and telework (telecommuting).
- The 2019 Staff Forums were the largest ever with more than 1,000 people registered for one of four sessions held at the City Playhouse Theatre. A highlight was keynote speaker Andy Worshek who focused on intent-based leadership and how each member of the team has the power to make a difference.
- The first ever full-day Manager Forum was held to bring the leadership team together to foster collaboration and share information on key projects. Investing in leadership and especially managers who deal with the day-to-day operational delivery of services is integral to the success of the organization.





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.

Objective: Develop Leadership

Key Activities for 2018-2022

- Develop a Senior Leadership Team Governance Model
- Develop and implement a Succession Planning Framework
- Develop a Mentorship Program

Key Results

- A new Senior Leadership Team Governance Model was established with a new charter and related frameworks. The new governance model helps guide how the administration works to meet the strategic objectives. The new Senior Leadership Team and SLT-Executive are about One Team – One Direction.
- Emerging Leaders is the City's Succession Planning Program. Work began on the framework development in 2019. It will provide a focused approach to an employee's career path and build a talent pool of employees in various functional areas for current and future positions while strengthening accountability for current leaders through the mentorship of staff.

Objective: Manage Performance

Key Activities for 2018-2022

- Implement the Workforce Management System (time and attendance)
- Implement Phase 2 of the Talent Management System (Halogen) to all staff

Key Results

- Options were analyzed for a Workforce Management System (time and attendance) and a decision has been made to leverage existing infrastructure through JDE.
- Additional licences have been acquired for the Talent Management System (Halogen) which helps establish individual performance goals and learning and development plans for staff. In addition, the system now incorporates succession planning components.



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