



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

**YEAR 3  
KEY RESULTS**



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# 2018-2022 TERM OF COUNCIL Service Excellence Strategic Plan

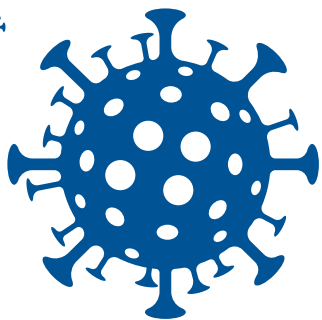
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# Monitoring the Strategic Plan during a Global Pandemic

***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.



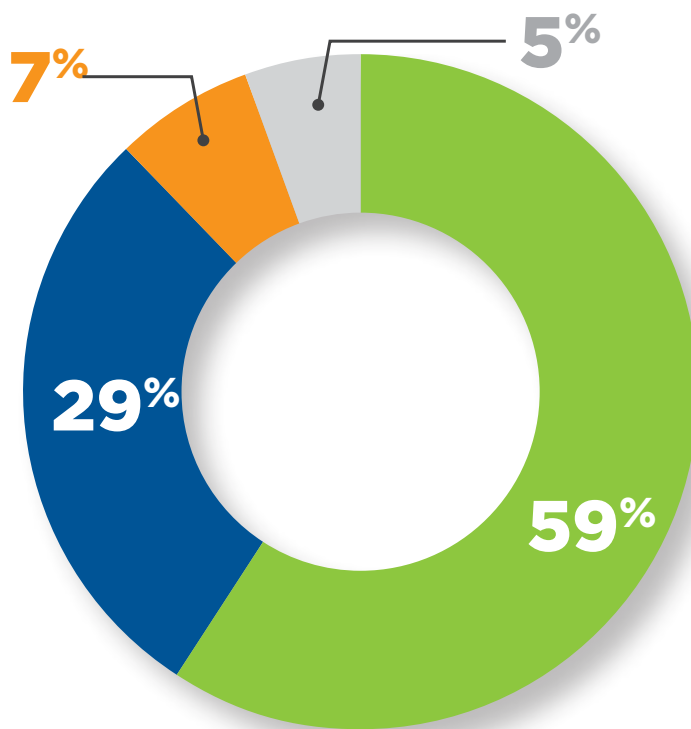
## HIGHLIGHTS

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 Cortelluci 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
<b>Develop transportation management strategy</b>		
	Vaughan Transportation Plan	On Target/In Progress
	MoveSmart Mobility Management Strategy	Completed Strategy endorsed by Council.
<b>Advance capital road improvements</b>		
	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.
<b>Advance missing links</b>		
	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
<b>Introduce innovative technologies</b>		
	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
<b>Proactively co-ordinate with other levels of governments to support:</b>		
●	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	<b>Completed</b> 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	<b>Completed</b> 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	<b>Completed</b> 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
<span style="color: green;">●</span>	Develop the VMC as a complete community, including, but not limited to: <ul style="list-style-type: none"> <li>• facilitating the construction of Central Park (phase one).</li> <li>• further development of Edgeley Park (phase one).</li> </ul>	<b>On Target/In Progress</b> 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)	<b>Monitoring</b> 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	<b>Monitoring</b> 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	<b>Completed</b>
	Open new library and recreation space at VMC	<b>On Target/In Progress</b> Anticipated opening Q2 2022
	Undertake the design of the new community centre and park in the Carrville area	<b>Completed</b>
	Create and develop the Great Walks of Vaughan Program	<b>Completed</b>
	Revitalization of Garnet. A Williams Community Centre	<b>On Target/In Progress</b>
	Seek Council approval on Age-friendly Community Action Plan	<b>On Target/In Progress</b>

✓ 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
<span style="color: green;">●</span>	Provide a comprehensive fire protection program through public education and fire code enforcement	On Target/In Progress
<span style="color: green;">●</span>	Implement strategies to support sustainable fire protection and emergency services	On Target/In Progress
<span style="color: blue;">✓</span>	Land acquisition for Fire Station 7-11	Completed
<span style="color: blue;">✓</span>	Land acquisition for Fire Station 7-12	Completed
<span style="color: green;">●</span>	Design of Fire Station 7-12	On Target/In Progress
<span style="color: blue;">✓</span>	Open Fire Station 7-4	Completed
<span style="color: grey;">●</span>	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.
<span style="color: green;">●</span>	Implement recommendations from the School Crossing Guard Program Review	On Target/In Progress
<span style="color: orange;">▲</span>	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
<span style="color: blue; font-size: 2em;">✓</span>	Attract a post-secondary institution to Vaughan	Completed
<span style="color: green; font-size: 2em;">●</span>	Invest in the Tourism and Accommodation Industry	On Target/In Progress
<span style="color: green; font-size: 2em;">●</span>	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
<span style="color: green; font-size: 2em;">●</span>	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	<b>Monitoring</b> Project delayed due to resource limitations; anticipated back on track in 2022.
	Conduct the Citizen Satisfaction Survey	<b>Monitoring</b> 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	<b>On Target/In Progress</b>
	Implement Digital Strategy Initiatives	<b>On Target/In Progress</b>
	Implement an Open Data Program	<b>On Hold/Not Yet Started</b> Open Data has been recalibrated and is now dependent on the Data Catalogue initiative that is underway.
	Implement the new vaughan.ca website	<b>On Target/In Progress</b>

# 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

STATUS	KEY ACTIVITY	COMMENTS
<span style="color: green;">●</span>	Develop Data Management and Data Analytics Framework	On Target/In Progress
<span style="color: green;">●</span>	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	<b>Monitoring</b> Delayed due to resourcing constraints; anticipated to be back on track in 2022.
	f) Implement Ideas@Work	<b>On Hold/Not Yet Started</b> 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)	<b>Monitoring:</b> 2019 Survey and action planning completed. The 2021 Survey delayed with an anticipated release in 2022.
●	Develop a Workplace Wellness Program	<b>On Target/In Progress</b>
✓	Establish Alternative Work Arrangements (AWA) Policy and Procedures	<b>Completed</b>
●	Continue the delivery of the Learning and Organizational Development Program	<b>On Target/In Progress</b>

## OBJECTIVE: Develop Leadership

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

✓ 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)	<b>On Hold/Not Yet Started</b> On hold to ensure current users are fully adopted before expanding to the next user group.





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