



COMMUNICATION C1.

ITEM NO. 1

**COMMITTEE OF THE WHOLE
(WORKING SESSION)**

May 4, 2022

YEAR 3 KEY RESULTS

2018-2022 Term of Council Service Excellence Strategic Plan



Moving Toward the Vision

Each four-year term of Council Strategic Plan incrementally contributes toward the achievement of the Vaughan Vision.

March 19, 2019 approval of 2018-2022 Term of Council Service Excellence Strategic Plan

Informed by:

- City's Vision, Mission and Values
- 2018 Citizen Satisfaction Survey Results
- 2018 Business Sector Survey Results
- 2018 Employee Engagement Survey results
- Business plans from each portfolio, office and department
- 2019 Budget and 2020-2022 Financial Plan
- Priorities identified by the Mayor and Members of Council

Strategic Planning Levels



Term of Council Service Excellence Strategic Plan 2018-2022

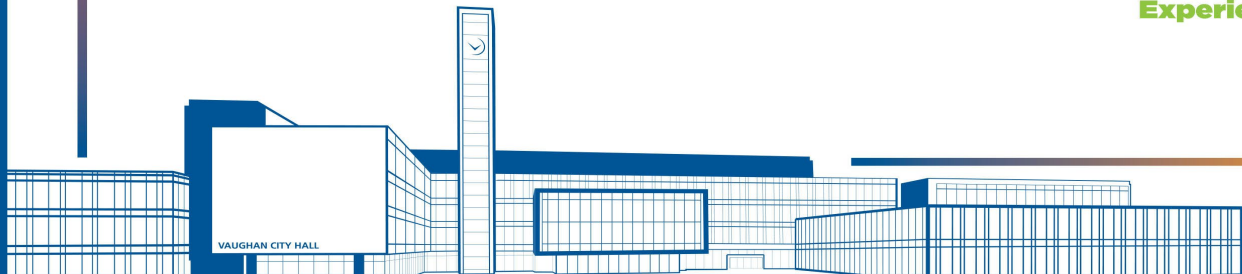
Mission
Citizens first
through Service
Excellence.

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

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.

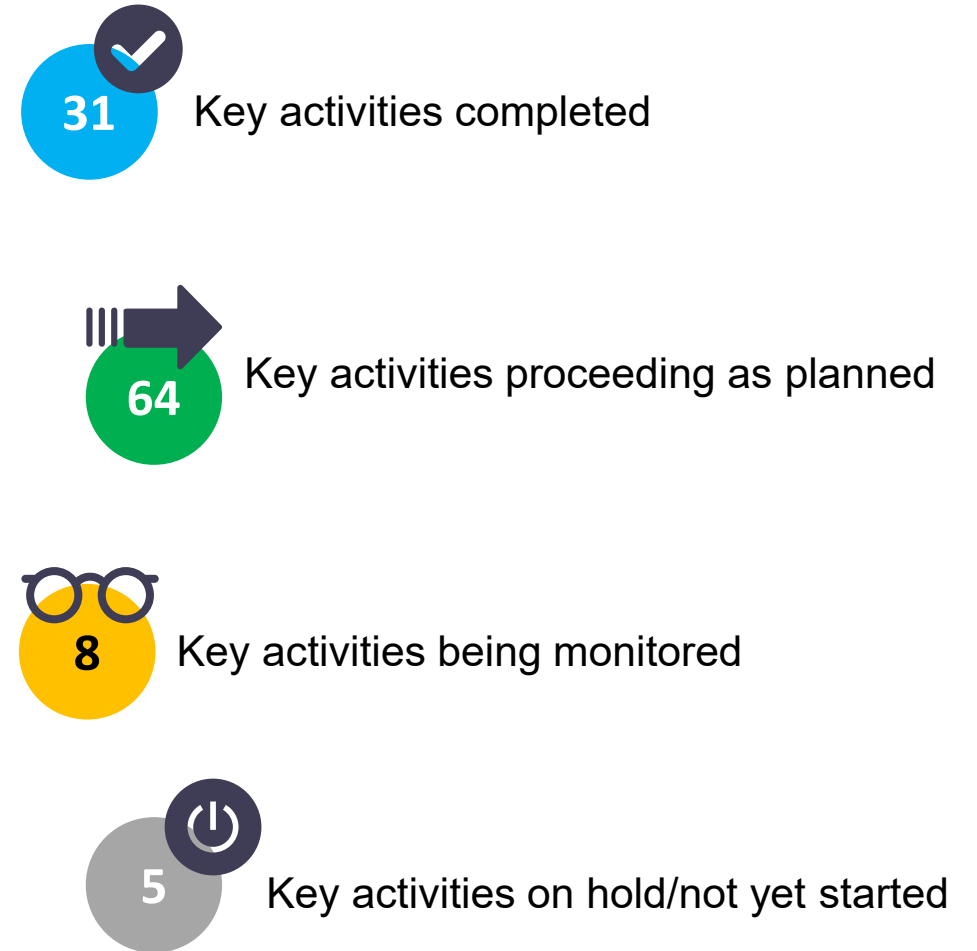
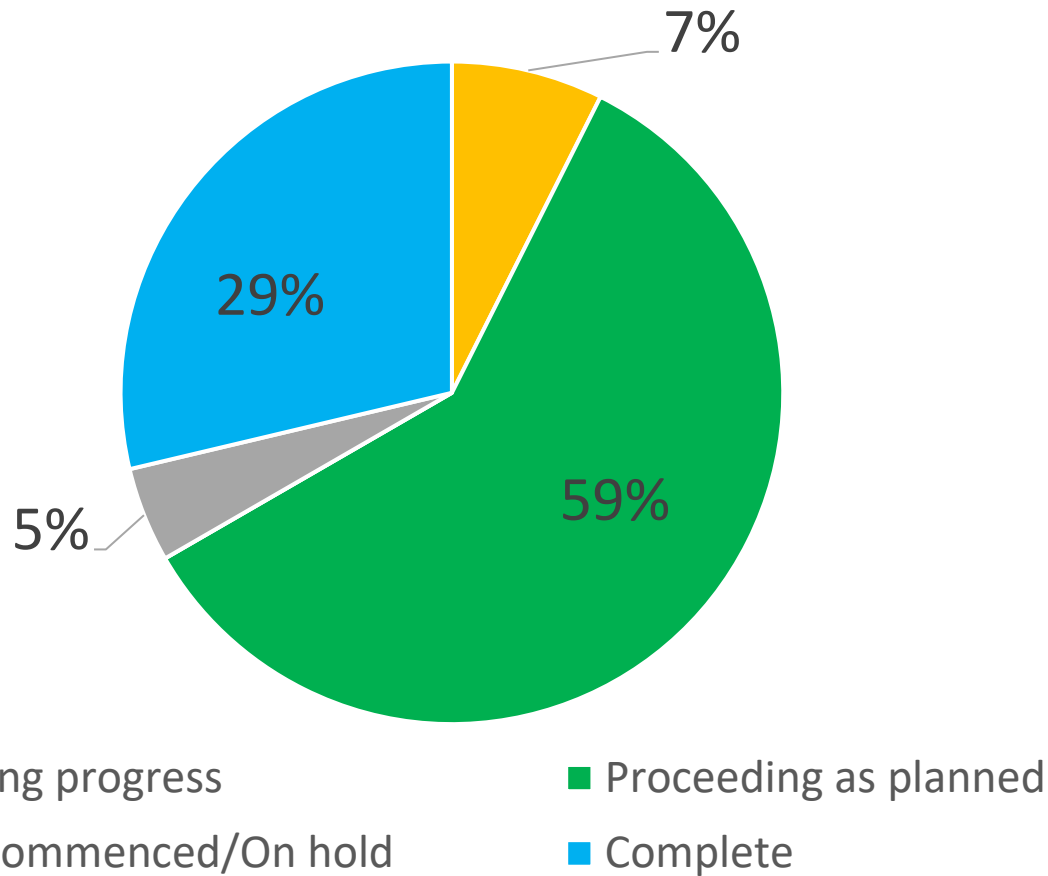
The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.



2021 OVERALL PROGRESS



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



KEY ACTIVITIES

TRANSPORTATION AND MOBILITY



- Kirby Road Extension, Dufferin Street to Bathurst Street (Design)
- Vaughan Transportation Plan
- Bass Pro Mills Drive from Hwy 400 to Weston Road (EA)
- Langstaff Road (EA)
- Kirby Road Widening, Jane Street to Dufferin Street (EA)
- Huntington Road Widening
- Canada Drive & America Avenue Bridge
- Huntington Road Ramp extension
- Major Mackenzie Drive Center Turn lane (widening)
- Mobility Pilot around GO stations
- University of Toronto IOT initiatives
- Advance the Vaughan Super Trail initiative
- Implementation of GO Expansion
- GTA West Transportation Corridor EA study
- Yonge Subway Extension (design)
- Teston Road missing link (EA)
- Major Mackenzie Drive widening adjacent to hospital (construction)

- Kirby Road, from Dufferin Street to Bathurst Street (EA)
- Bass Pro Mills Drive from Romina Drive to Jane Street
- MoveSmart Mobility Management Strategy
- Highway 427 Extension (construction)
- Complete the Pedestrian and Cycling Master Plan Update
- Deliver Clark Avenue active transportation facility
- York Region Bus Rapid Transit (Hwy 7, Centre Street, Bathurst Street - Construction)

KEY ACTIVITIES

CITY BUILDING



- Develop the VMC as a complete community [includes development of Edgeley Park (Phase 1) and construction of Central Park (Phase 1)]
- Undertake the City's Growth Management Strategy (Vaughan Vision 2051)
- Complete the City of Vaughan Official Plan Review
- Advance 900-acre vision for North Maple Regional Park
- Work with the Region of York to increase availability and affordability of housing choices
- Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas
- Co-ordinate the development of the Yonge Steeles Corridor as a complete community
- Facilitate the completion and opening of the new Cortellucci Vaughan Hospital
- Complete the Vaughan Hospital Precinct Feasibility Study
- Open a new branch of Vaughan Public Libraries at the Cortellucci Vaughan Hospital

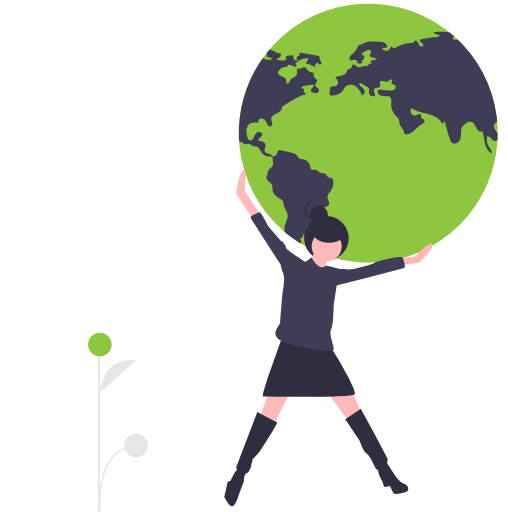


KEY ACTIVITIES

ENVIRONMENTAL STEWARDSHIP



- Advance a home energy renovation initiative to reduce GHG emissions from residential dwellings
- Deliver the Tree Maintenance Plan
- 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 an Asset Management Plan for the City's Urban Forests
- Complete the review of Green Directions Vaughan



KEY ACTIVITIES

ACTIVE, SAFE & 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 & Implement a Corporate Security Plan
- Conduct the feasibility study of fire-station 7-2
- Open new library and recreation space at VMC
- Revitalization of Garnet. A Williams Community Centre
- Seek Council approval on Age Friendly Community Action Plan
- Develop Creative and Cultural Amenities and Nurture Community Engagement
- Increase Public Art Awareness and Develop Community Public Art Place-making
- Provide a comprehensive fire protection program through public education and fire code enforcement
- Implement recommendations from the School Crossing Guard Program Review
- Design of fire station 7-12
- Implement strategies to support sustainable fire protection and emergency services
- Develop and Implement a City-Wide Events Intake Process
- Creation and development of the Great Walks of Vaughan Program
- Advance the development of an inclusive citizen engagement framework
- Inclusion Charter Action Plan
- Land acquisition for fire station 7-11
- Opening of fire station 7-4
- Land acquisition for fire station 7-12
- Undertake the design of the new community centre, library & park in the Carrville area

KEY ACTIVITIES

ECONOMIC PROSPERITY, INVESTMENT & SOCIAL CAPITAL



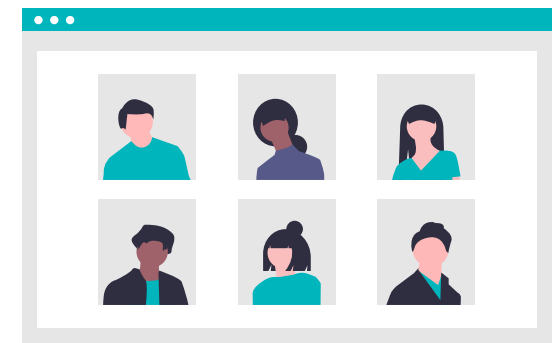
- Advance Smart City and technology led economic development opportunities
- Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)
- Invest in the Tourism and Accommodation Industry
- Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks
- Build economic resiliency in Vaughan's priority sectors through, for example project and policy development related to key sectors in a post-COVID context
- Develop Vaughan as an entrepreneurial and small-business and innovation hub
- Increase Vaughan's Brand Recognition as the place to be (to Think, Start-up, Invest and Visit)
- Secure Vaughan as the Region's largest employment centre through programs that will help our business owners build resilience into their businesses and adapt to the new normal
- Promote the Development of Vaughan's Industrial Sectors and Business Parks
- 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
- 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

KEY ACTIVITIES

GOOD GOVERNANCE



- Develop an Enterprise Risk Management program
- Execute the Internal Audit Risk Plan
- Initiate and pilot an Enterprise Content Management System
- Develop a Long-range Fiscal Plan and Forecast
- Continue to refine Fiscal Framework policies to support financial sustainability
- Generate alternative revenue sources through city-wide Sponsorship, Advertising and Grants
- Complete the Strategic Asset Management Policy and Asset Management Plans for core assets
- Conduct Ward Boundary review
- Explore Voting Technology
- Establish an Enterprise Project and Change Management Office
- Establish an Audit Committee

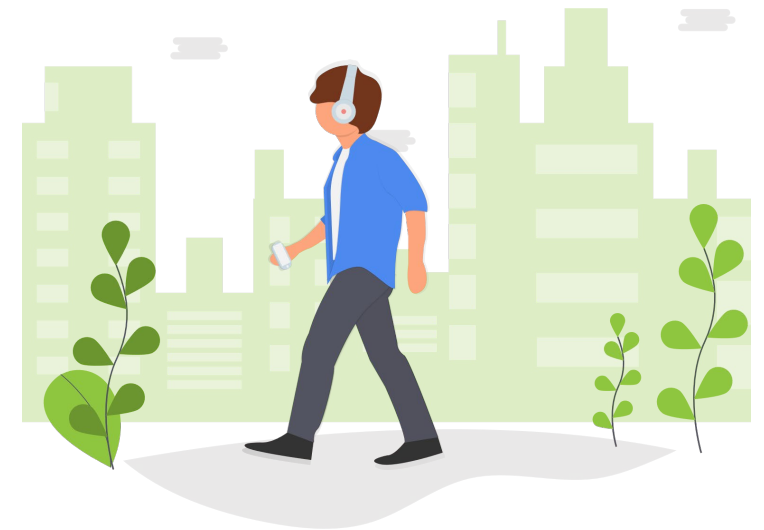


| KEY ACTIVITIES

CITIZEN EXPERIENCE



- Define the citizen experience and develop a service level framework
- Conduct the Citizen Satisfaction Survey
- Implement an Open Data Program
- Implement the Customer Relationship Management System
- Implement Digital Strategy Initiatives
- Implement the new vaughan.ca website

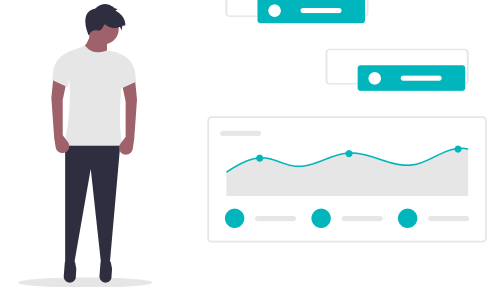


KEY ACTIVITIES

OPERATIONAL PERFORMANCE



- Develop contract management framework
- Implement Ideas@Work
- Review and enhance the development application and approval (DAAP) process
- Conduct the Public Works Service Level Review
- Develop Data Management & Data Analytics Framework
- Establish Corporate Performance Measurement (CPM) program and related performance scorecards for each portfolio/department
- Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement and leverage existing technology and systems
- Implement the Finance Modernization project
- Counter Service Transformation



| KEY ACTIVITIES

STAFF ENGAGEMENT



- Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)
- Implement Phase 3 (full performance management module for all staff) of Talent Management System (Halogen)
- Develop a Workplace Wellness Program
- Continue the delivery of the Learning and Organizational Development Program
- Develop a Mentorship Program
- Implement Workforce Management (Time and Attendance Program)
- Establish alternative work arrangements policy and procedures
- Develop a Senior Leadership Team Governance Model
- Develop and Implement a Succession Planning Framework
- Implement Phase 2 (All staff learning module) of the Talent Management System (Halogen) to all staff





YEAR 3 KEY RESULTS

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

