

# Performance Excellence and Accountability Productivity/Performance Dashboards Reference Materials

Committee of the Whole (Working Session)  
November 23, 2022

# 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.

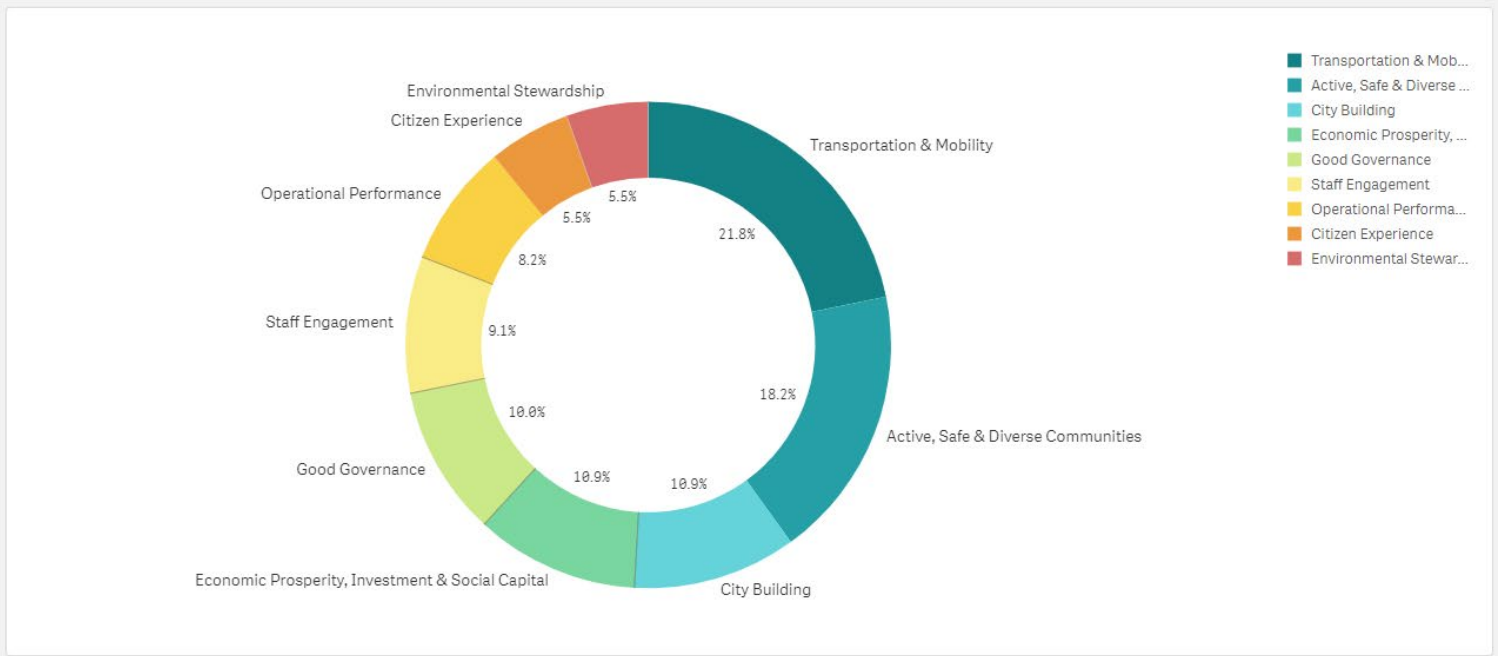
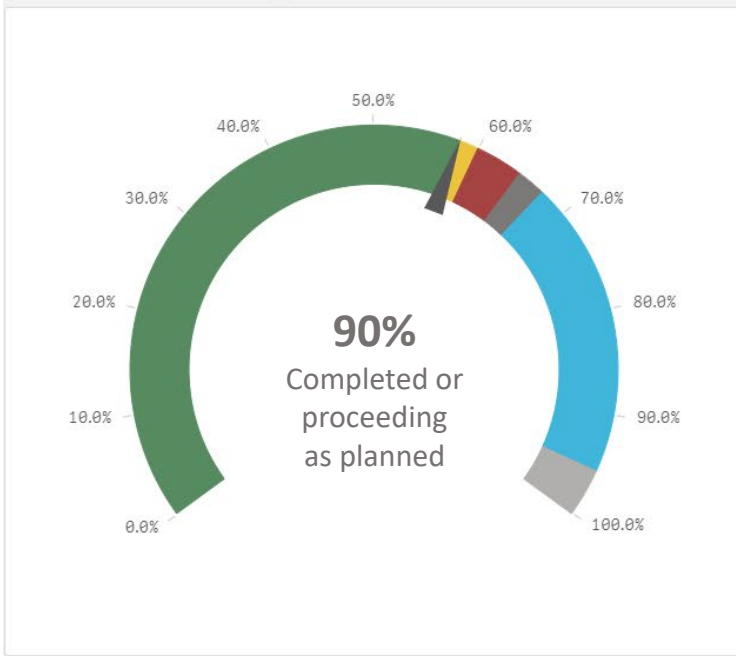




# 2018-2022 Strategic Plan Initiatives

## 2022 Q3 Update

SPOT Status Count | Citywide



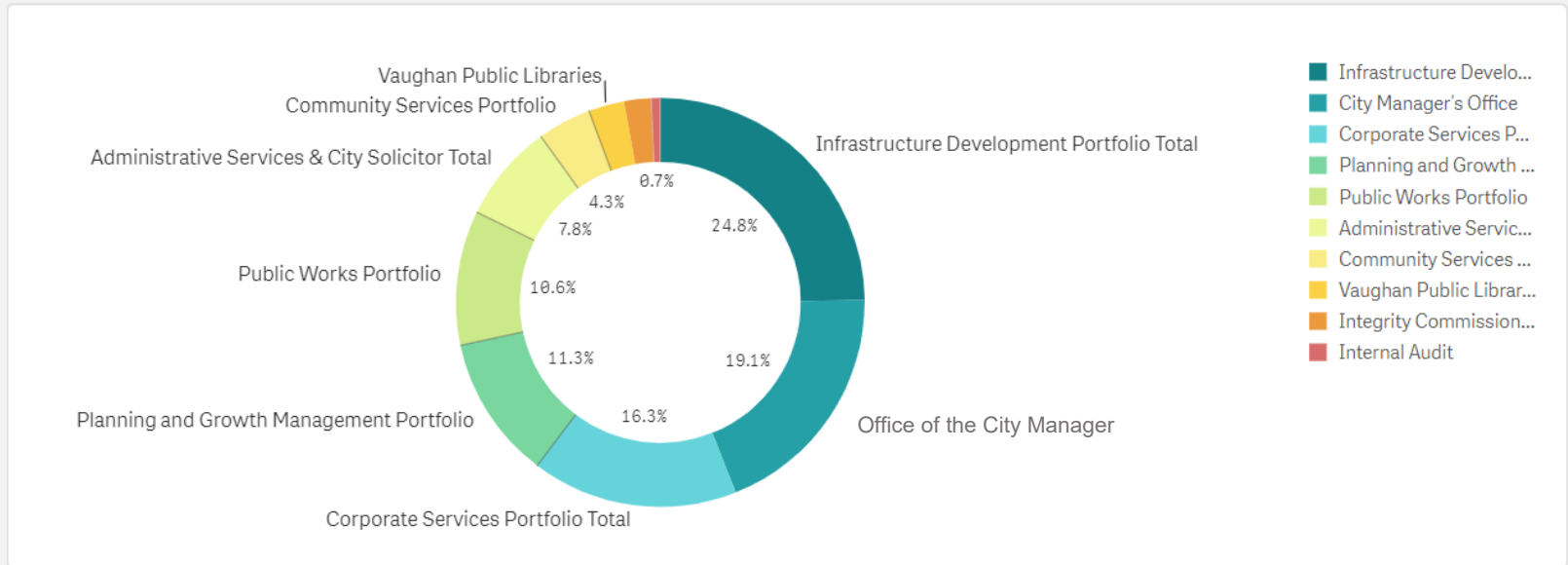
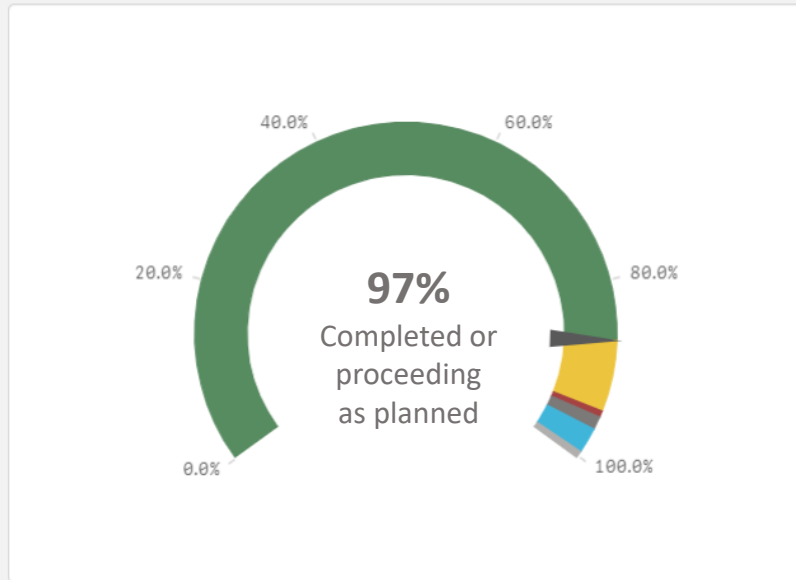
# City Wide Business Plans Status Summary (Objectives, Key Activities, Results – OKRs)

2022 Q3 Update

Objective Status Count | Citywide



<b>Total</b> <span style="font-size: 2em; font-weight: bold;">141</span>	<b>Proceeding As Anticipated</b> <span style="font-size: 2em; font-weight: bold;">122</span>	<b>Monitoring Progress</b> <span style="font-size: 2em; font-weight: bold;">11</span>	<b>Under Review / Reassessment</b> <span style="font-size: 2em; font-weight: bold;">1</span>	<b>Not Yet Commenced</b> <span style="font-size: 2em; font-weight: bold;">2</span>	<b>Complete</b> <span style="font-size: 2em; font-weight: bold;">4</span>	<b>Not Reported</b> <span style="font-size: 2em; font-weight: bold;">1</span>
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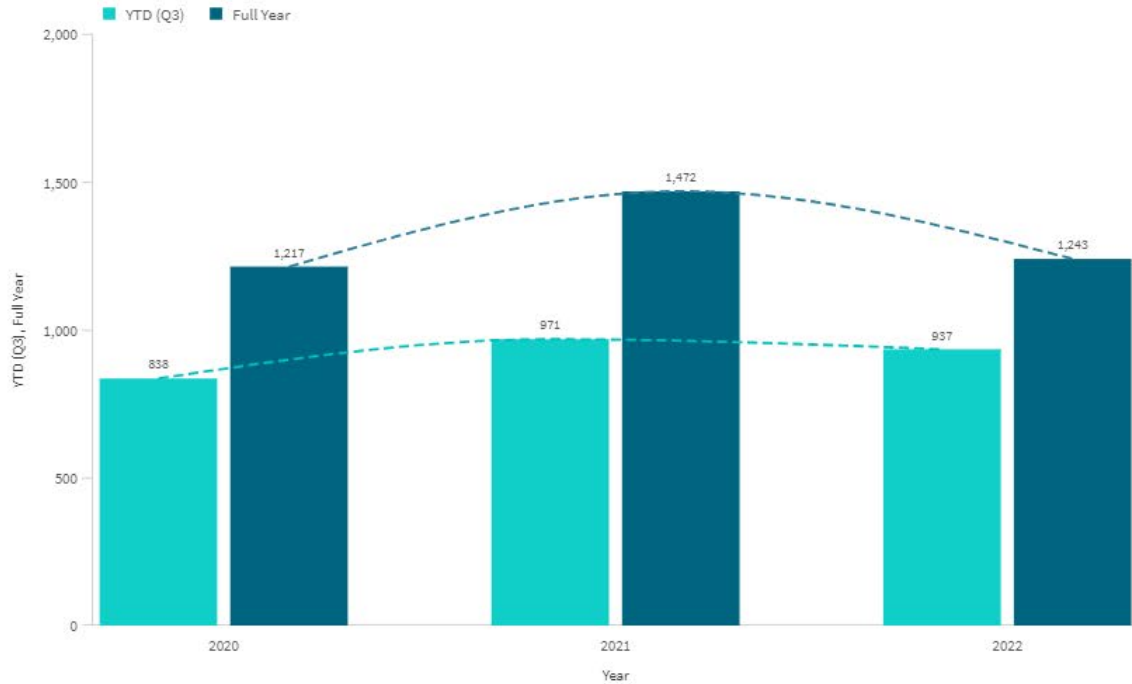


# Office of the City Manager

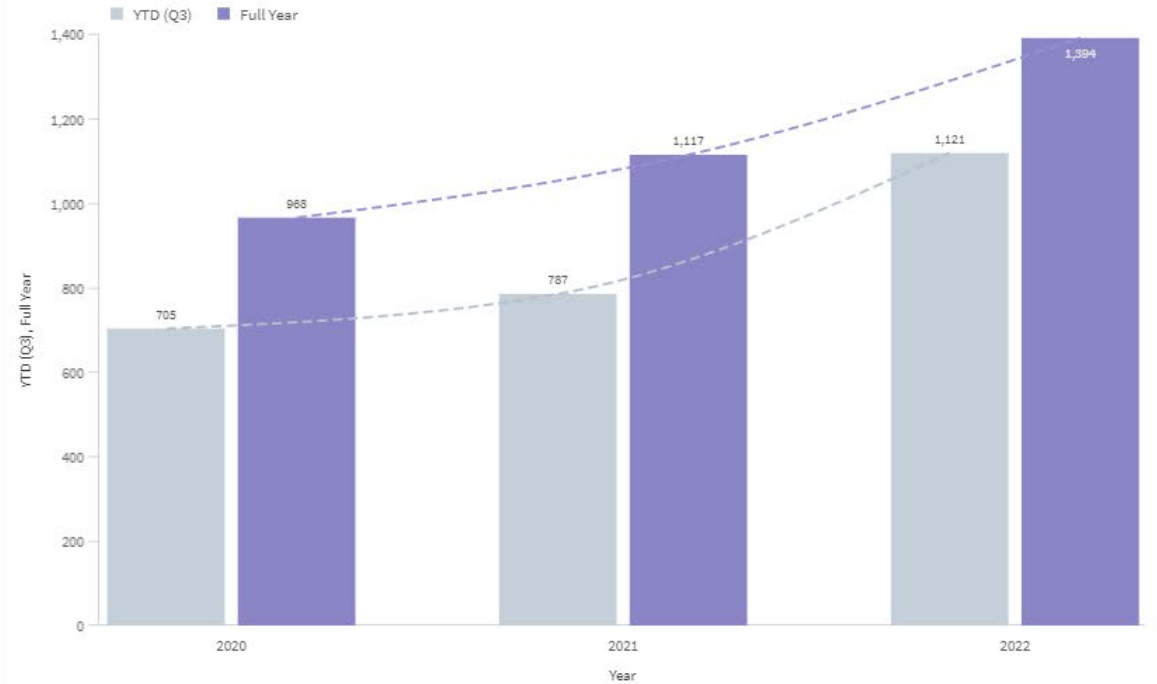
# Vaughan Fire and Rescue Service



## Inspections



## Plans Examination



Department	Q	Year	Q	Inspection	Q	YTD (Q3)	Full Year
Fire and Rescue Service		2021		Inspection		971	1,472
Fire and Rescue Service		2022		Inspection		937	1,243
Fire and Rescue Service		2020		Inspection		838	1,217
<b>Totals</b>						<b>2,746</b>	<b>3,932</b>

Department	Q	Year	Q	Plans Examination	Q	YTD (Q3)	Full Year
Fire and Rescue Service		2022		Plans Examination		1,121	1,394
Fire and Rescue Service		2021		Plans Examination		787	1,117
Fire and Rescue Service		2020		Plans Examination		705	968
<b>Totals</b>						<b>2,613</b>	<b>3,479</b>

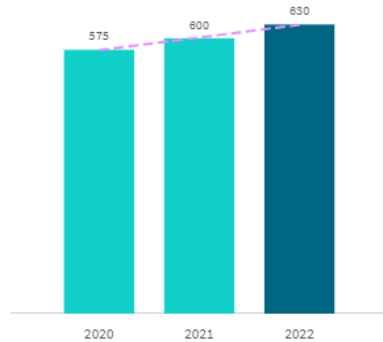
# Program Management Office



Including 630 estimates

## Project Communications

Consultations/meetings, memos, newsletters/notices, Public Service Announcements, reports and Disruption Alerts

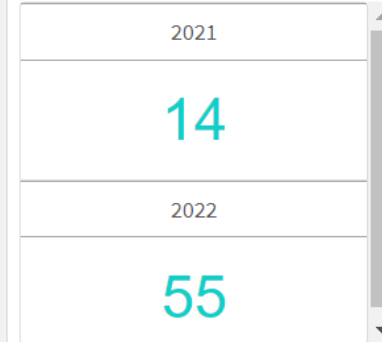


## Change Approvals

Including 55 estimates

PMO set up informally within iDev

PMO established July 1, 2021 - process rolled out in June 2021



## Eclipse

Including 379 estimates

Eclipse Project with PMO Oversight



Design-Build RFP Development with other Departments

≡ 3

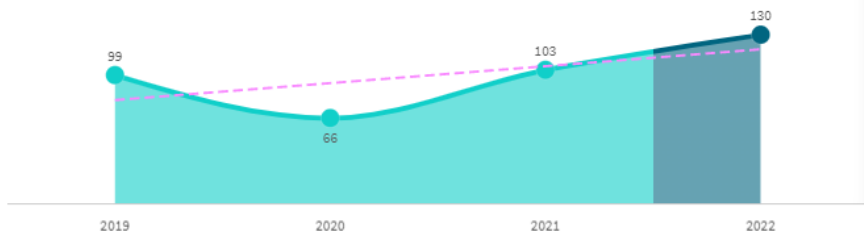
Design-Build RFP value

\$ 120 M

VMC Construction Completion Management

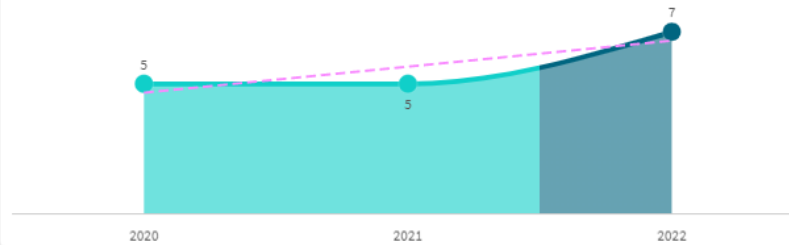
≡ 1

## Charters (QA)



130 estimates by the end of 2022

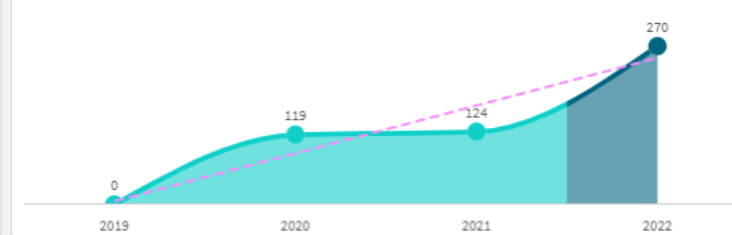
## Integration with PMO (by Department)



7 estimates by the end of 22

## Infrastructure Drawing Request (#)

2020 March to 2022 December



270 estimates by the end of 2022

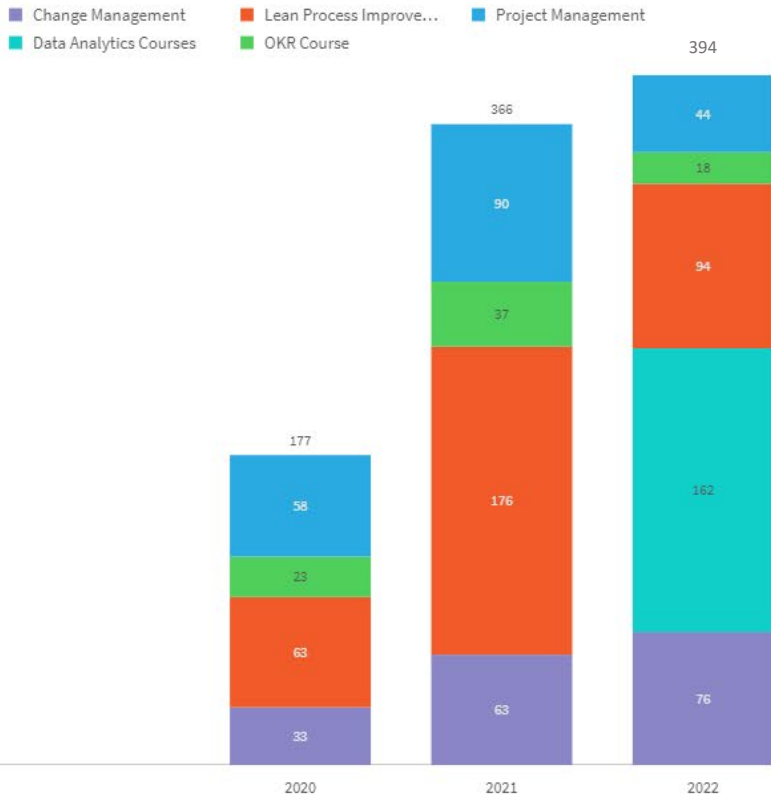
# Office of Transformation and Strategy



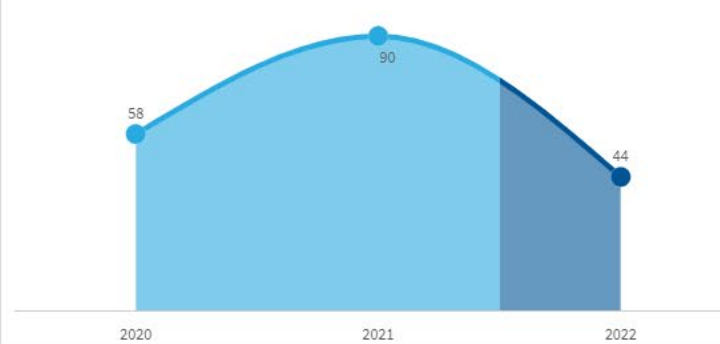
2022 Year to date as of October 31, 2022

## Courses offered by OTS

# of Participants

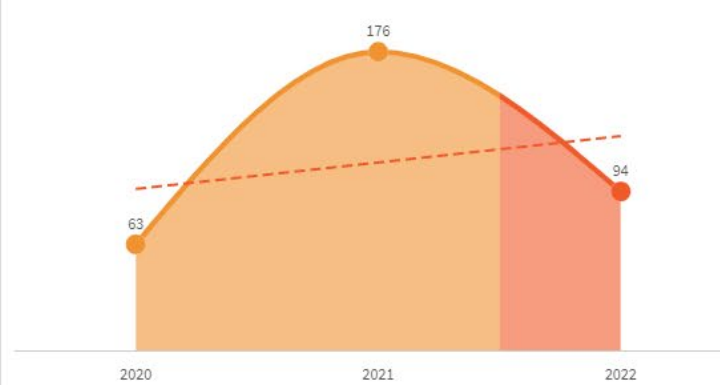


## Project Management Training

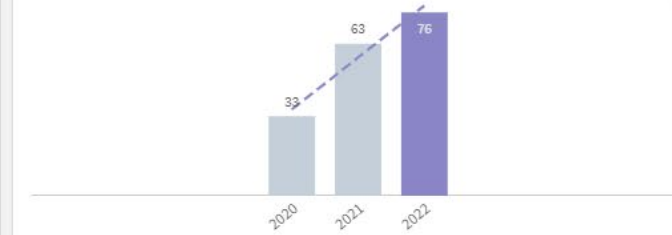


44 Current Year's Estimate

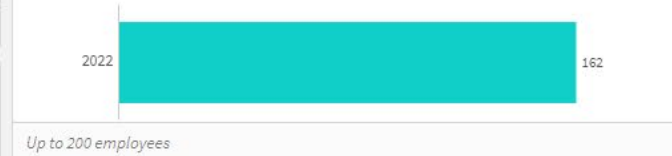
## Lean Process Improvement Training



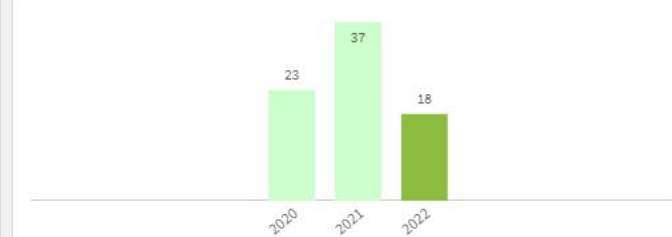
## Change Management Training



## Data Analytics Training



## OKR Courses

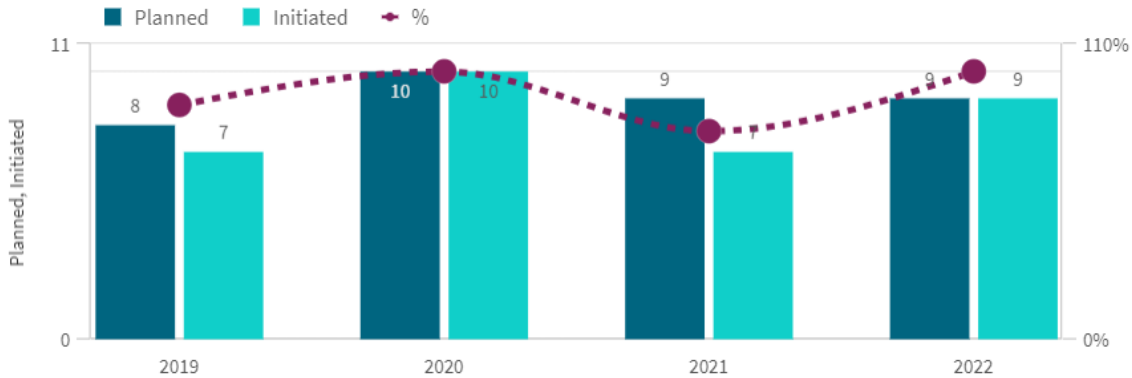




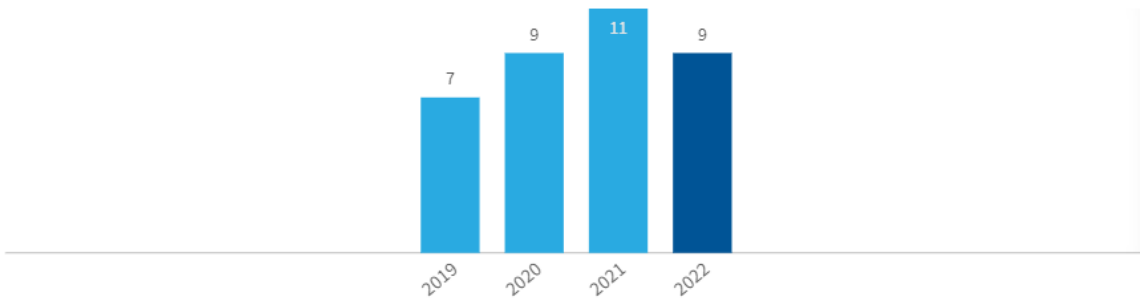
# Internal Audit



## Assurance Engagements Planned vs Initiated



## Assurance Engagements Completed, Presented, and Approved by Council through the Audit...



### 2019, 2020, 2021:

Number of Internal Audit Reports Issued vs. Planned Engagements (100% Initiation Rate)

Anonymous Reporting System Annual Median Case Closure Time (Equal to or Less than the NAVEX Global Median Average)

Actual Hours vs. Budgeted Hours, by Project (within 10% variance)

Percentage of Audit Recommendations Accepted by Management (100% Target)

Audit Client Survey Scores (Positive Average Result)

Number of Hours Spent in Industry or Other Specialized Training (Minimum of 40 Hours for Certified Internal Auditors and 20 Hours for Certified Fraud Examiners)

### 2022 (as of October):

Number of Internal Audit Reports Issued vs. Planned Engagements (100% Initiation Rate)  
All nine (100%) scheduled engagements were initiated.

Engagements on 2022 Work Plan Completed or Initiated

- Finance Modernization Audit - **Initiated**
- Audit of the Driver Certification Program - **Completed**
- Service Vaughan Audit - **Completed**
- Parks Operation - **Initiated**
- Construction Audit of Carville Community Centre Phase 1 - **Completed**
- Construction Audit of Carville Community Centre Phase 2 - **Initiated**
- By-law & Compliance, Licensing & Permit Services Phase 2 - **Completed**
- PCI Audit - **Initiated**
- Property Tax - **Initiated**

**Note:** The Accessibility Audit was not originally included in the 2022 workplan but was conducted in response to a management request.

In 2022 a total of nine audits were completed, presented, and approved by Council through the Audit Committee:

1. Building Standards Audit
2. Emergency Management & Business Continuity
3. Fleet Management
4. Vendor Master File
5. Accessibility Audit
6. Construction Audit of Carville Phase 1
7. DCP Audit
8. Service Vaughan
9. Animal Services

The remainder of performance metrics will not be finalized until January 2023, but everything is proceeding as planned.

### 2021:

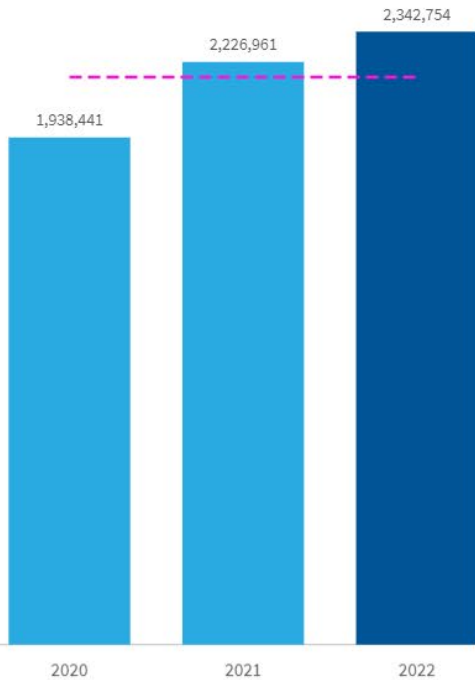
Successfully Passing the Institute of Internal Auditors Quality Assurance and Improvement Program External Assessment (Every 5 Years)

# Office of Communications and Economic Development - Corporate and Strategic Communications

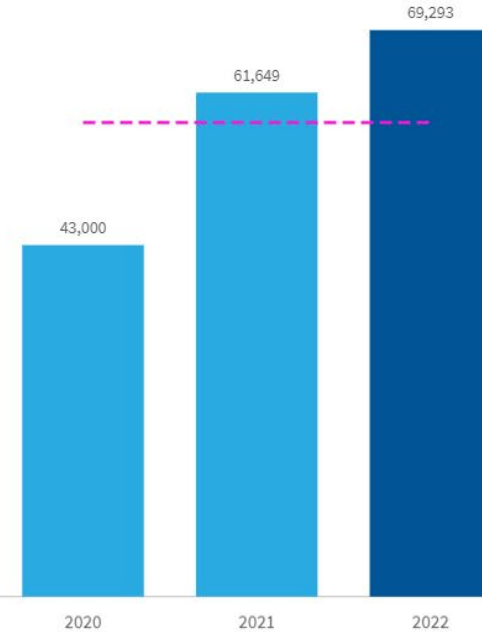


----- is the average

Website visits to Vaughan.ca



Social Media Followers



# Office of Communications and Economic Development - Corporate and Strategic Communications

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March  
2020

Communications products: 5,232

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Council Communications Packages: 2,500

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to

Social media followers: 70,000

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October  
2022

Digital signage impressions: 63,000 daily

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Website visits: 6 million

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Marketing and creative products: 15,000

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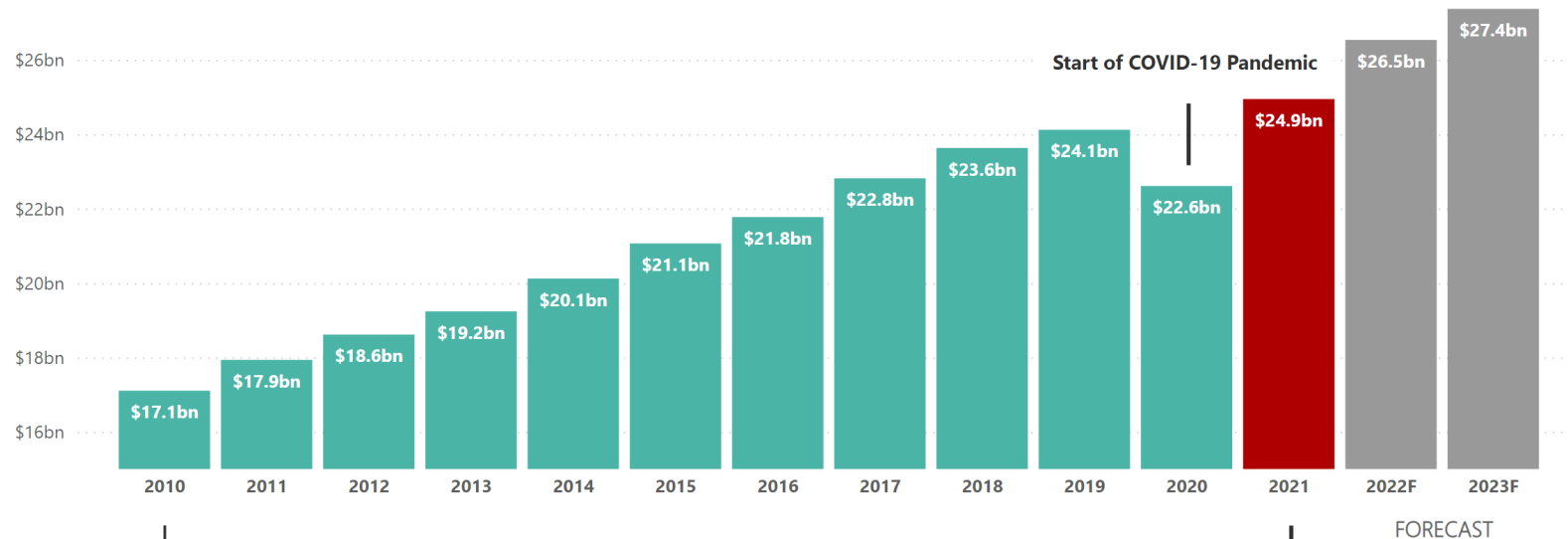
# Office of Communications and Economic Development - Corporate and Strategic Communications (CSC)

- **\$110 million:** CSC's 2022 Ad Value Equivalency. Represents dollar value of organic external media efforts if we had to pay for it.
- **11.9 billion impressions:** Media impressions measure the number of times a piece of content is consumed.
- **63,000 daily impressions / 23 million impressions annually:** Digital signs impressions across the city.
- **6 million** website visits
- **17 million web** page views
- **Over 3 million** unique web visits from March 2020 to Oct 2022 vs almost 800,000 website visits from March 2017 to Oct 2019 .
- **11,000** total views and more than **8,300** unique views on the Have Your Say, Vaughan platform
- Provided support to **47 project teams** to deliver **74 engagement campaigns**.
- Supported the delivery of **139 engagement activities** to collect ideas and feedback from the public, which included:
  - **83 presentations** to the public, either virtual or in person, through open houses, public information sessions, workshops and focus groups.
  - **56 online engagement tactics**, including surveys, forums, idea boards and interactive maps.
- Direct engagement with more than **9,200 people**.
- **1,400 subscribers** to the Vaughan Engagement eNewsletter.



# Office of Communications and Economic Development - Economic Development

## Real Gross Domestic Product

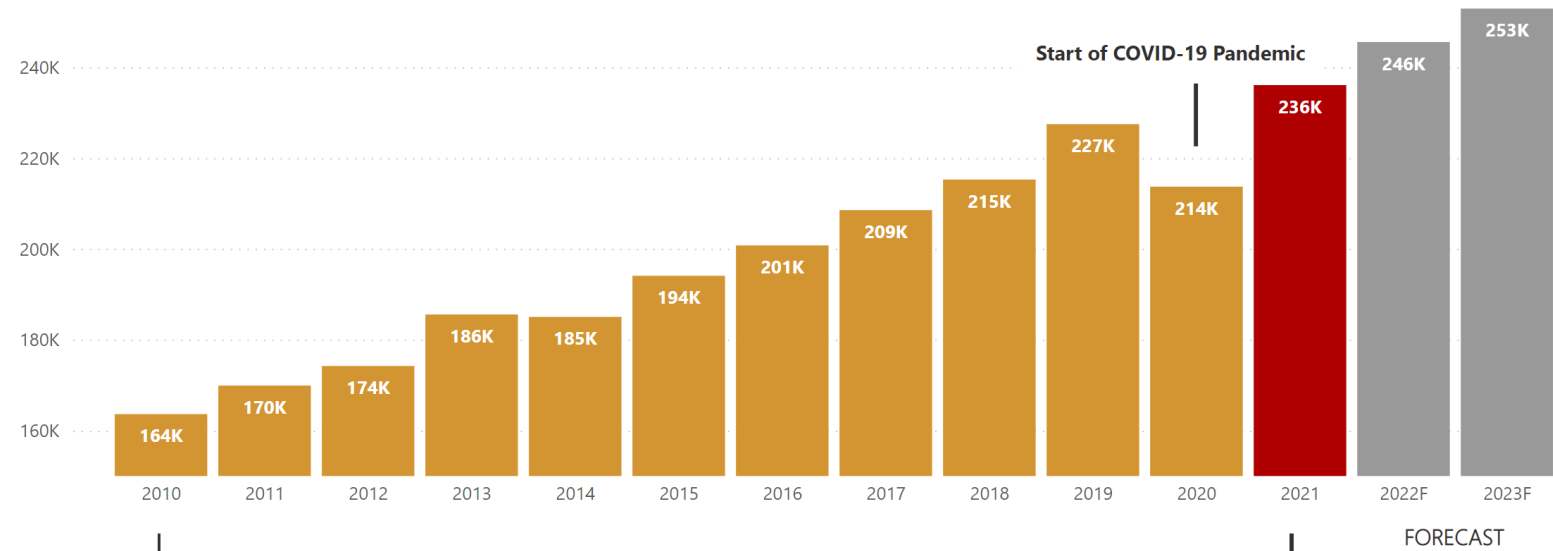


Average Annual Growth Rate Since 2010 ————— 3.5%

**2021** Real GDP (Chained in 2012 CAD) **\$24.9bn**

# Office of Communications and Economic Development - Economic Development

## Total Employment



Average Annual Growth Rate Since 2010 ————— **4.7%**

**2021 Total Employment 236.1K**

# Office of Communications and Economic Development - Economic Development

**In response to the COVID-19 pandemic, ED expanded various advisory services programs**

- **Starter Company Plus** expanded from **23** provincially-funded participants in 2019 to **27**, **34** and **32** in 2020, 2021 and 2022 respectively.
- ED increased business stakeholder engagement through **seven** industry roundtables.
- ED pivoted consultation services during the pandemic to provide **phone and virtual support** to resolve **9,613** inquiries from 2020-2022.
- ED pivoted **Activate!Vaughan** to online delivery and expanded participation from **30** companies in 2018 to more than **160** by 2021.

# Office of Communications and Economic Development - Economic Development

**In addition, new business advisory programs were launched, including:**

- The **Talent City Vaughan program** supports local talent. The program has supported **six** organizations that plan to train **165** residents in 2022.
- The **My Main Street program** supports **97** businesses in the VMC and Thornhill with business intelligence and a total of **\$200,000** in direct federal grant funding.
- The **Digital Boost Program** helped more than **300** businesses adopt digital technology.
- The Better Your Business Program helps in two areas:
  - **five** businesses are working to adopt the United Nation's Sustainable Development Goals (SDGs)
  - **27** tourism businesses are being helped to launch innovative and inclusive services.

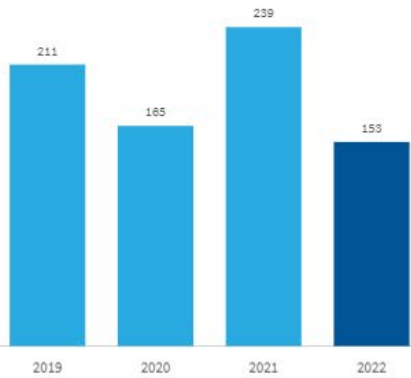


# Office of Communications and Economic Development - Economic Development

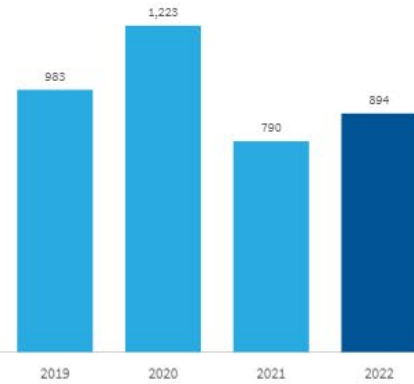


2022 Year to date as of September, 2022

Businesses Assisted to Start or Grow



Consultations Delivered



2022 (as of September) Council Memos

Economic Development Council Communication Packages

Cumulative 2020 and 2021

2022 (as of September)

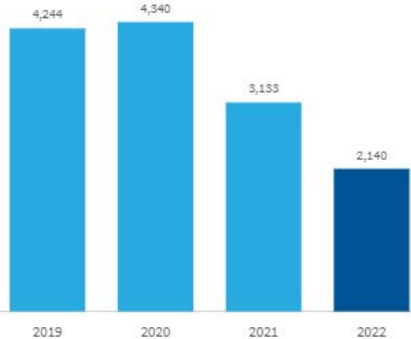
44



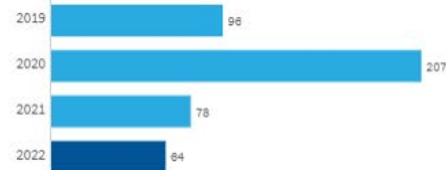
353

131

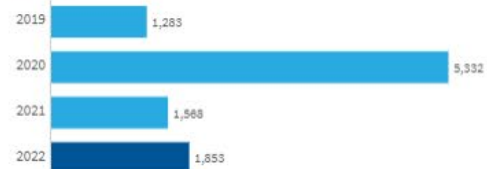
Inquiries Answered



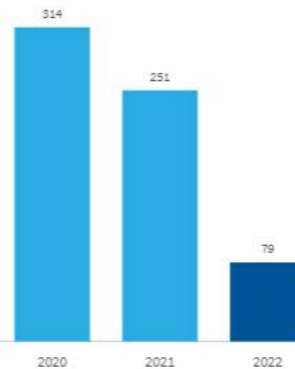
Seminars Provided to Participants



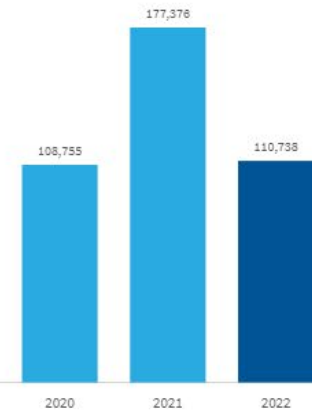
Participants Attended



Newsletters



Website views



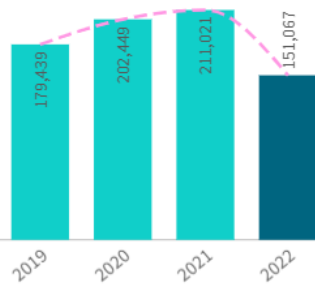
# Office of Communications and Economic Development - Service Vaughan



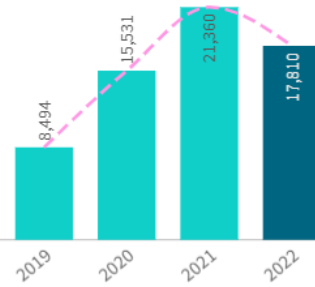
2022 Year to date as of September, 2022

► Prior Year(s) ► Current Year

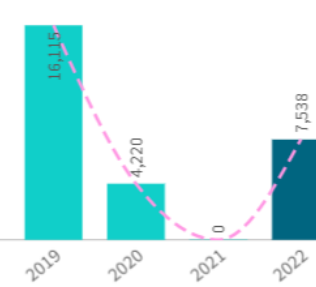
## Call Volumes



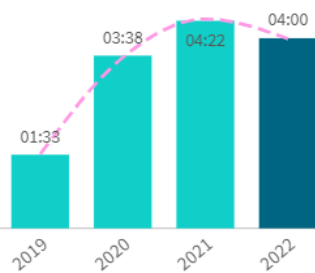
## Email Volumes



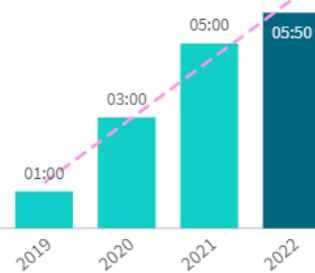
## In Person Service



## Talk Time



## Average Wait Times

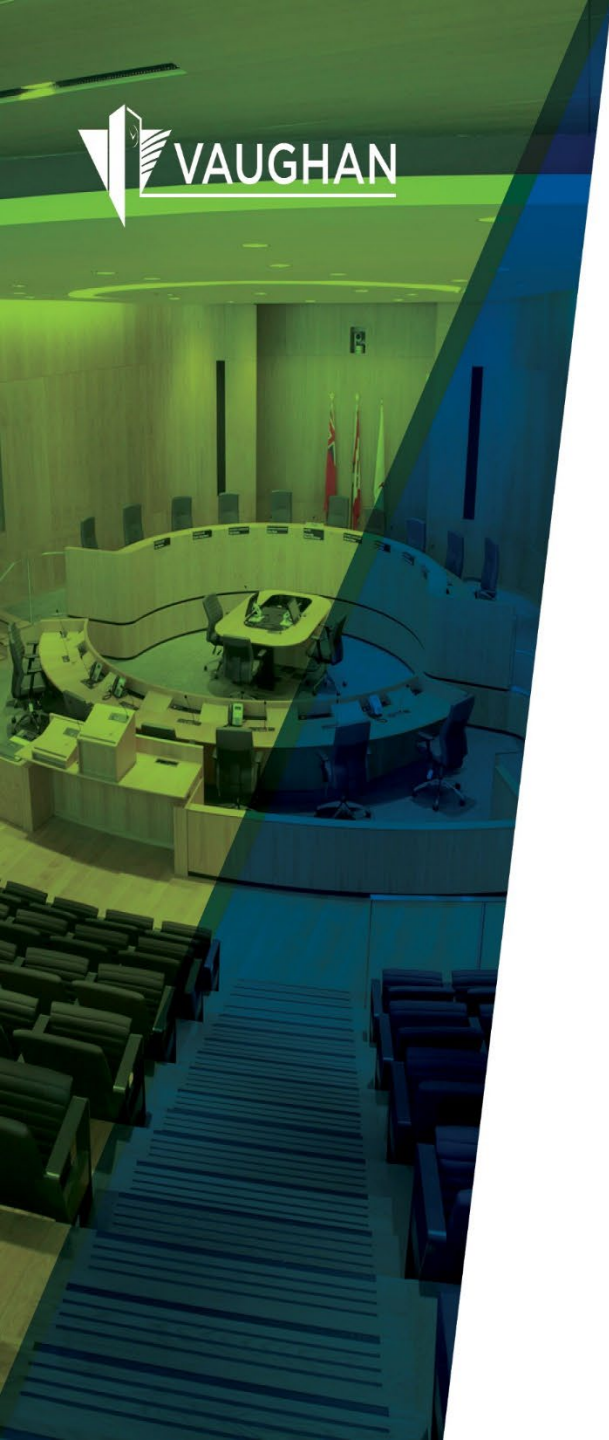


[Service Vaughan](#) continues to see increases in volume across most service channels.

Email volume is projected to increase by **11%** when compared to 2021 volume.

Average wait times are projected to have increased **10%** in 2022 when compared to 2021. This is in part due to an initial increase of talk time of **134%** increase from 2019 to 2020 resulting from inquiries related to / [affected by the COVID-19](#) pandemic.

Furthermore, since City Hall reopening to the public on Monday, May 2, 2022 there have been a total of **7,538** in person visits, with a weekly average of **243** visits.



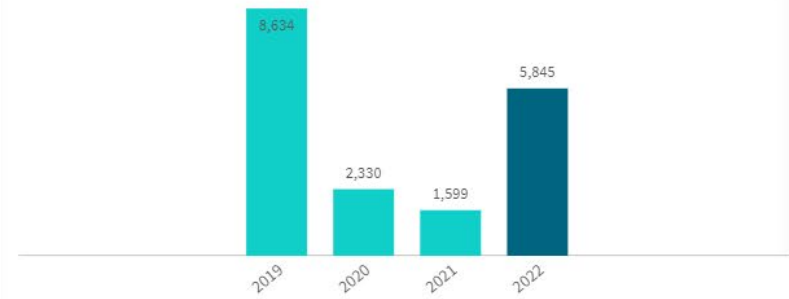
# Community Services Portfolio

# Community Services – Recreation Services

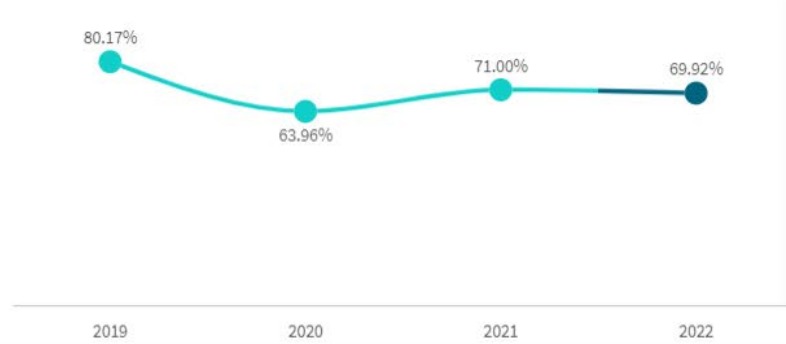


► Prior Year(s) ► Current Year

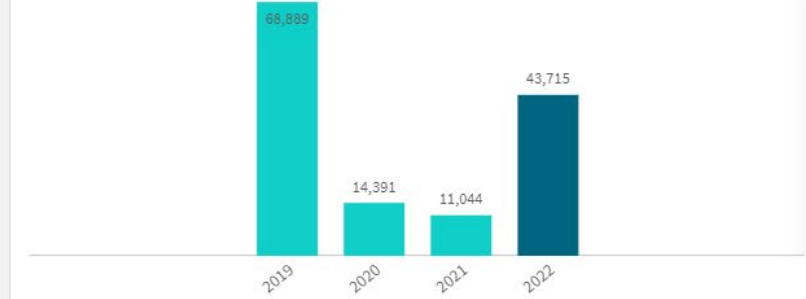
Number of Registered Programs Offered



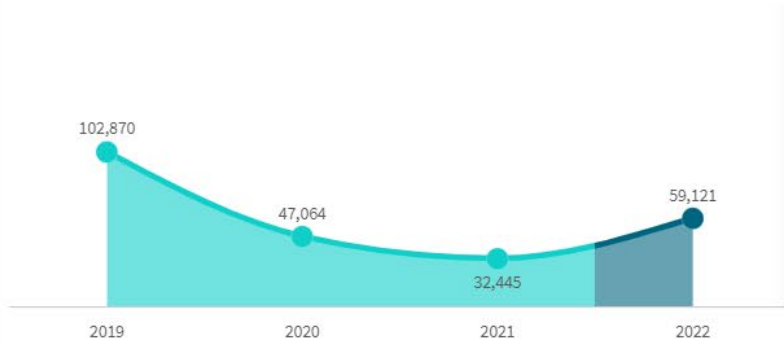
Registered Programs Fill Rate %



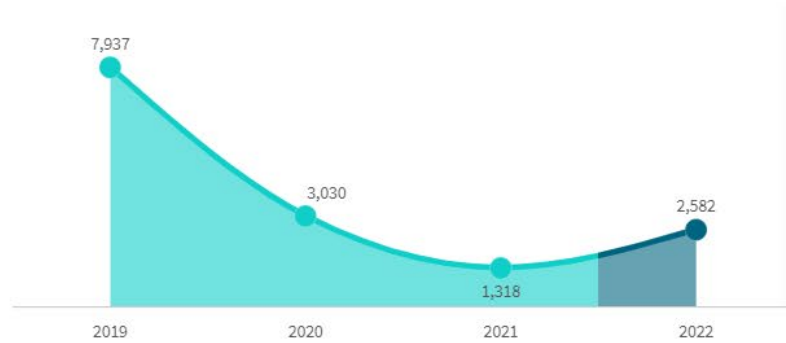
Number of Registrations Processed



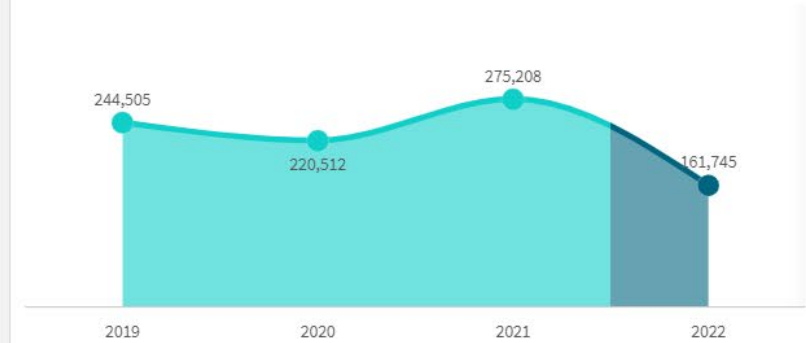
Number of Facility Bookings



Number of Facility Rentals contracts



Sponsorship Revenues





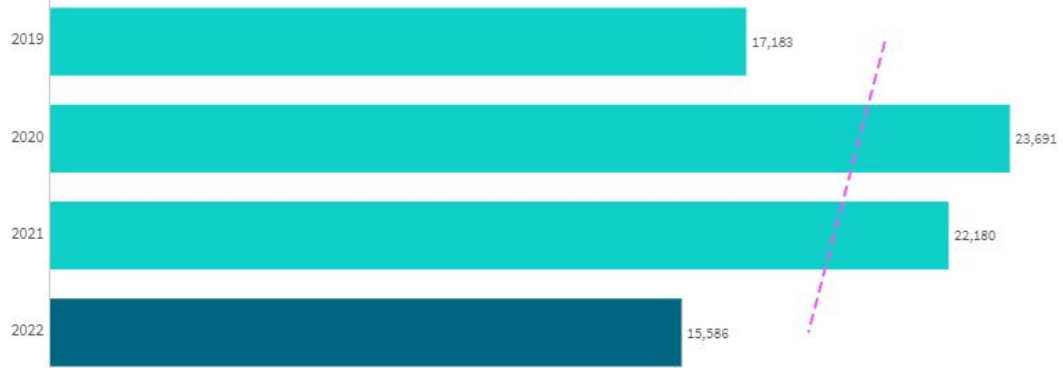
# Community Services – By-Law and Compliance, Licensing and Permit



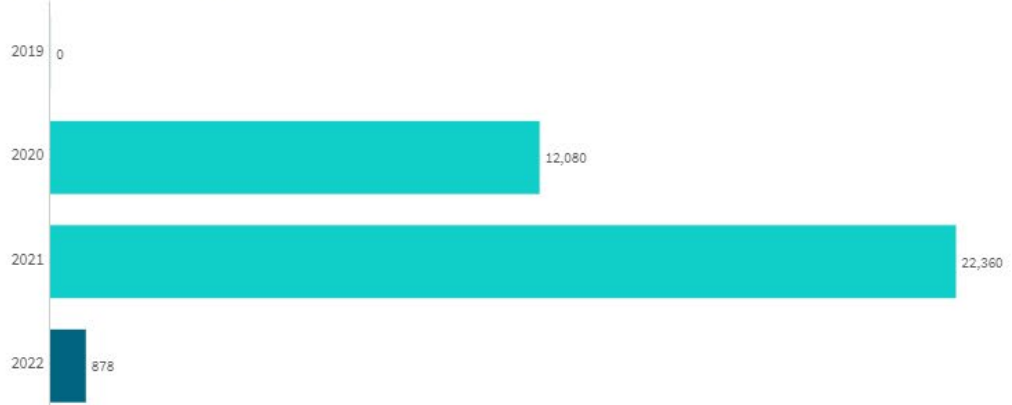
2022 Year to date as of October 17, 2022

► Prior Year(s) ► Current Year

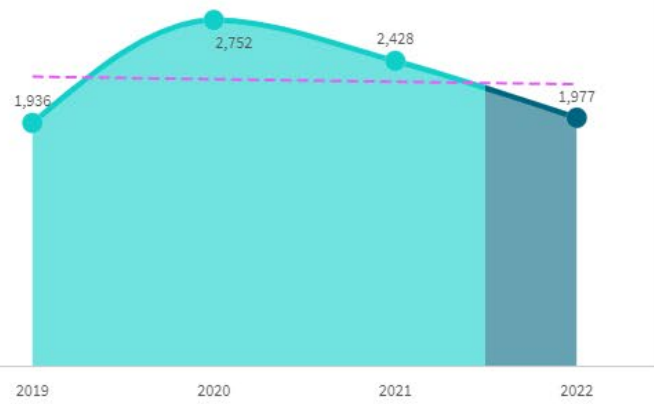
**Total BCLPS Case Files**  
(Not including COVID-19 Related Case Files)



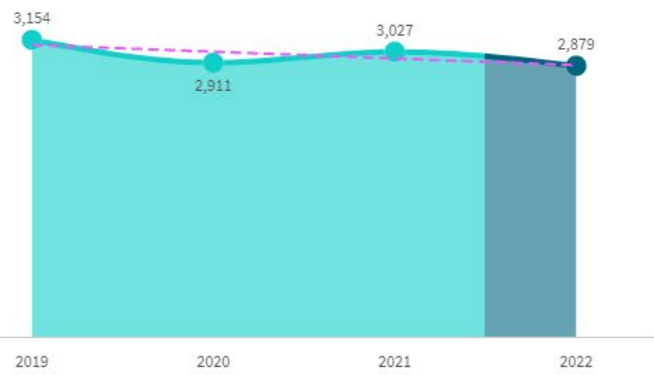
**Total COVID-19 Related Case Files**



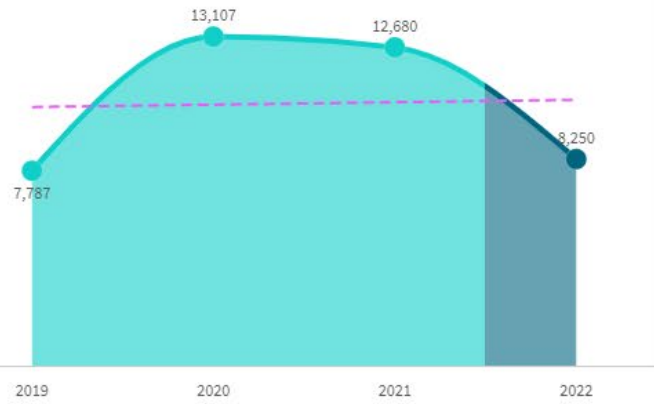
**Property Standards Case Files**



**Parking Case Files**



**Animal Control Case Files**



Total BCLPS case files include those captured above (Property Standards, Parking and Animal Control) as well as the following other categories: Anti-Graffiti, Dumping and Littering, Encroachment, Fireworks, Idling, Licensing, Noise and Nuisance, Parks, Short Term Rental, Signs, Smoking, Snow clearing, Special Events, Trees, Water/Wastewater, Zoning.

# Corporate Services Portfolio

# Corporate Services – Office of the Chief Human Resource Officer

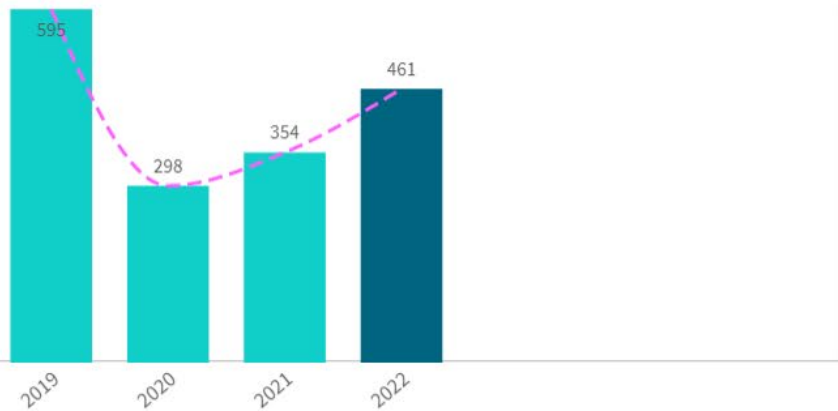


► Prior Year(s) ► Current Year

2022 Year to date as of November 4, 2022

2022 Year to date as of October 31, 2022

## Number of Positions Filled



2019

98.00%

2020

97.00% ↓

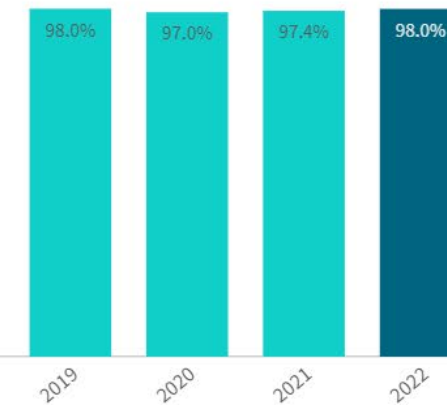
2021

97.41% ↑

2022

97.95% ↑

## New Hire Success Rate



2019

595

2020

298 ↓

2021

354 ↑

2022

461 ↑

### Note:

1) The number of positions filled in 2020 dropped significantly due to covid restrictions.

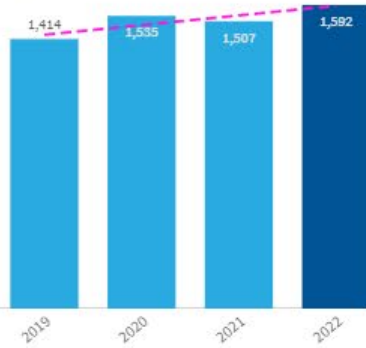
2) New hire success rate signals to stakeholders that a successful end-to-end recruitment process has taken place, and, that the organization is retaining quality hires that are driving performance to achieve Council's Service Excellence priorities and objectives. A higher ratio may indicate that new hires have been successful in their probationary period and met and/or have exceeded performance objectives and outcomes. As a result, this performance measurement also suggests the effective and efficient use of public funds with the overall costs such as administrative, marketing, and technological costs that associated with talent acquisition and re-filling positions, being reduced.

# Corporate Services – Office of the Chief Information Officer



## Service Desk

IT Service Desk Tickets



## Client Satisfaction

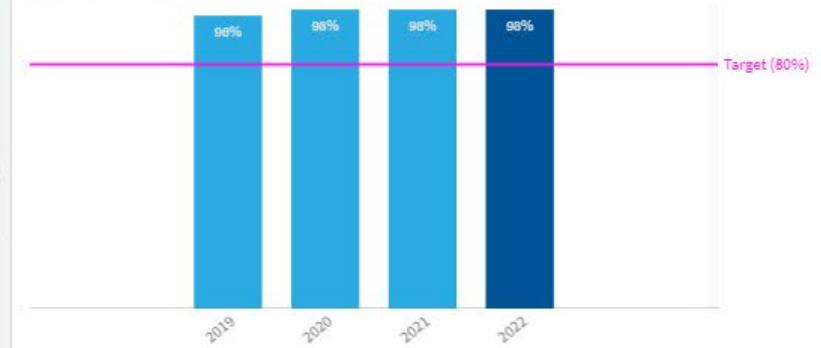
Client Satisfaction

98% ↑

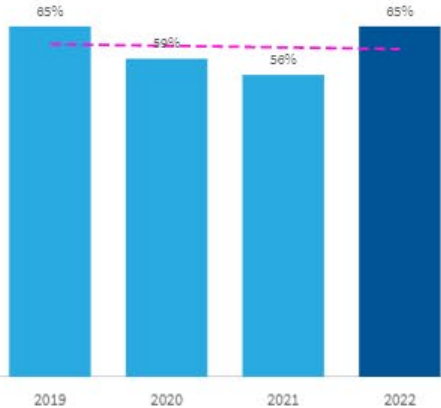
Target

80%

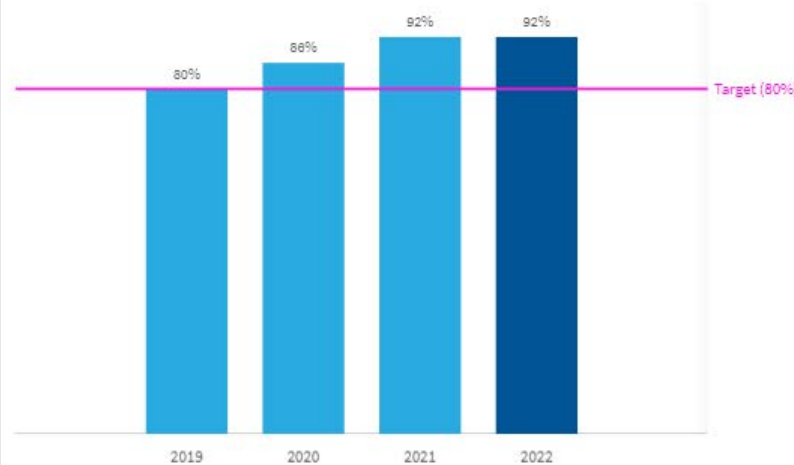
Client Satisfaction



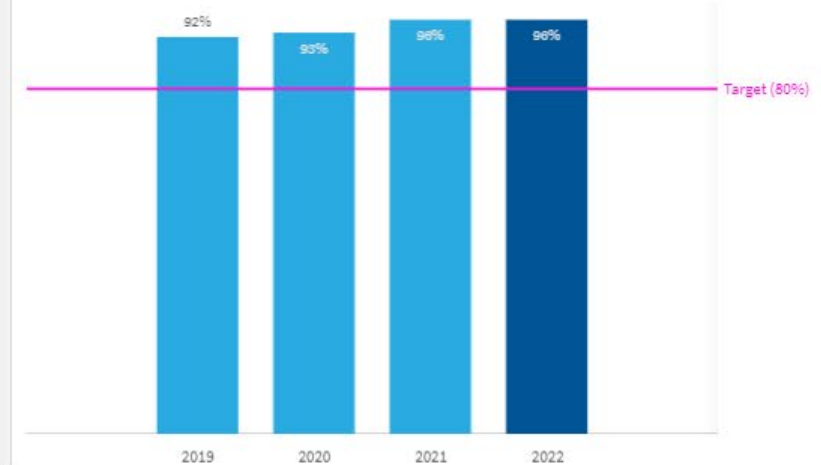
% of Calls answered in 30 seconds or less



% of Incidents Opened within 30 Minutes or less



% of Incidents Resolved within 4 Hours







# Vaughan.ca Visits

Web Page Views

Web Visits

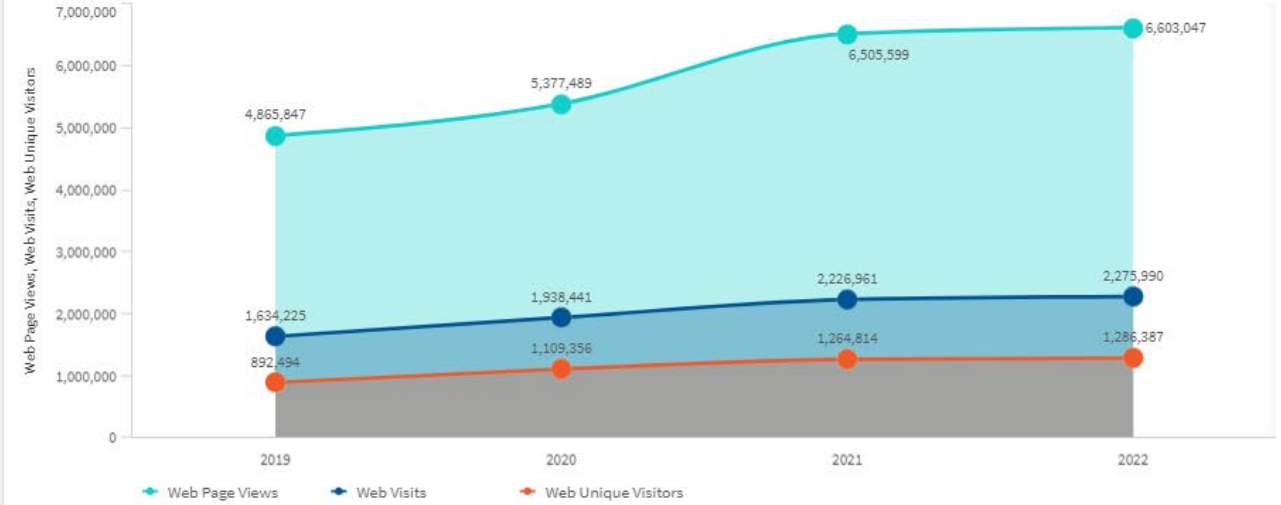
2022 vs. 2019  
39.3% ↑

2022 vs. 2019  
35.7% ↑

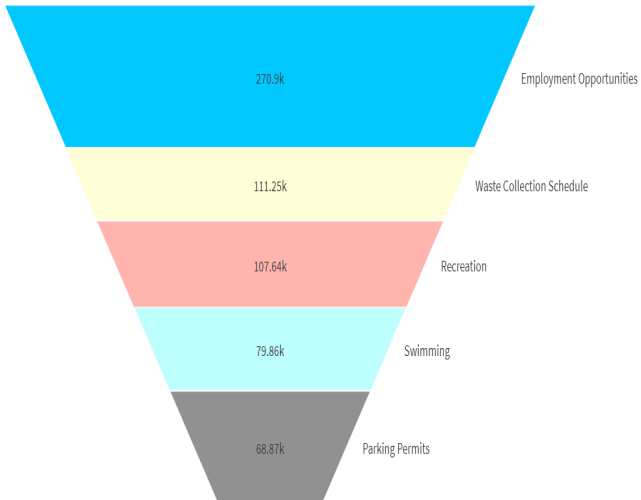
Web Unique Visitors

2022 vs. 2019  
44.1% ↑

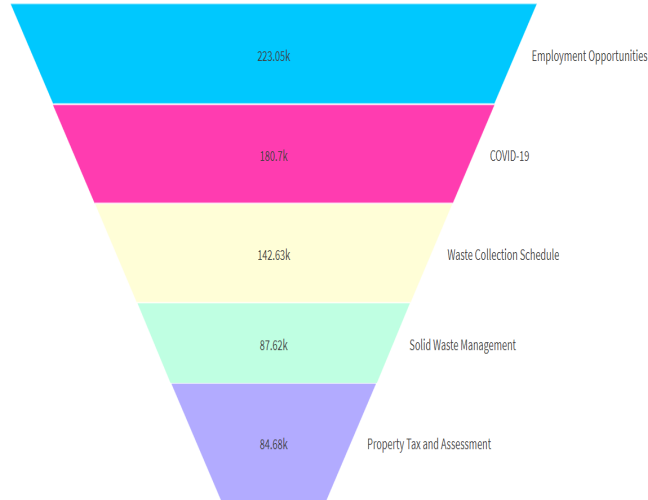
Web - Page Views vs Web Visits vs Unique Visitors



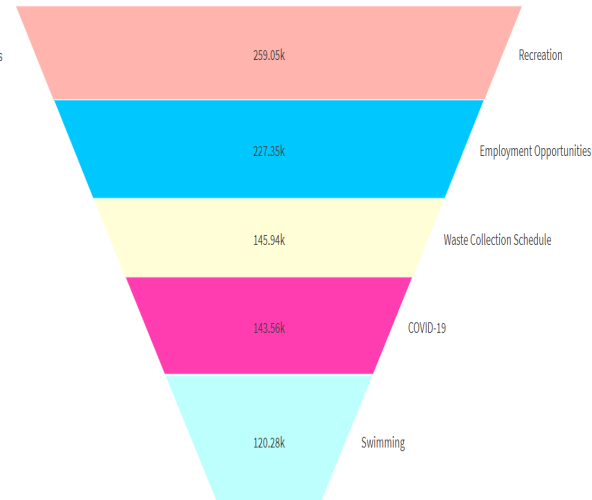
2019 - Top 5 Pages excluding homepage



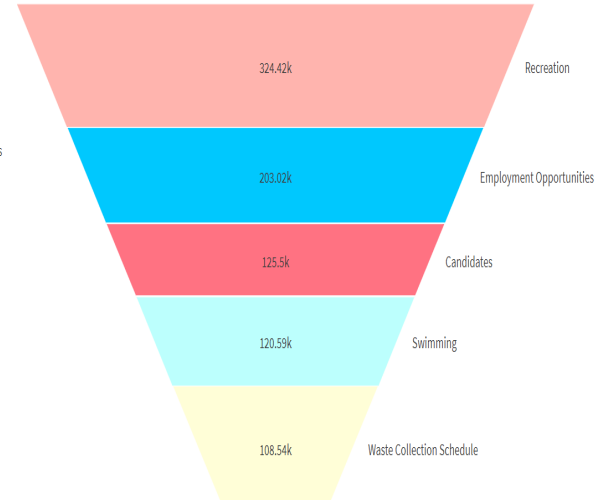
2020 - Top 5 Pages excluding homepage



2021 - Top 5 Pages excluding homepage



2022 - Top 5 Pages excluding homepage

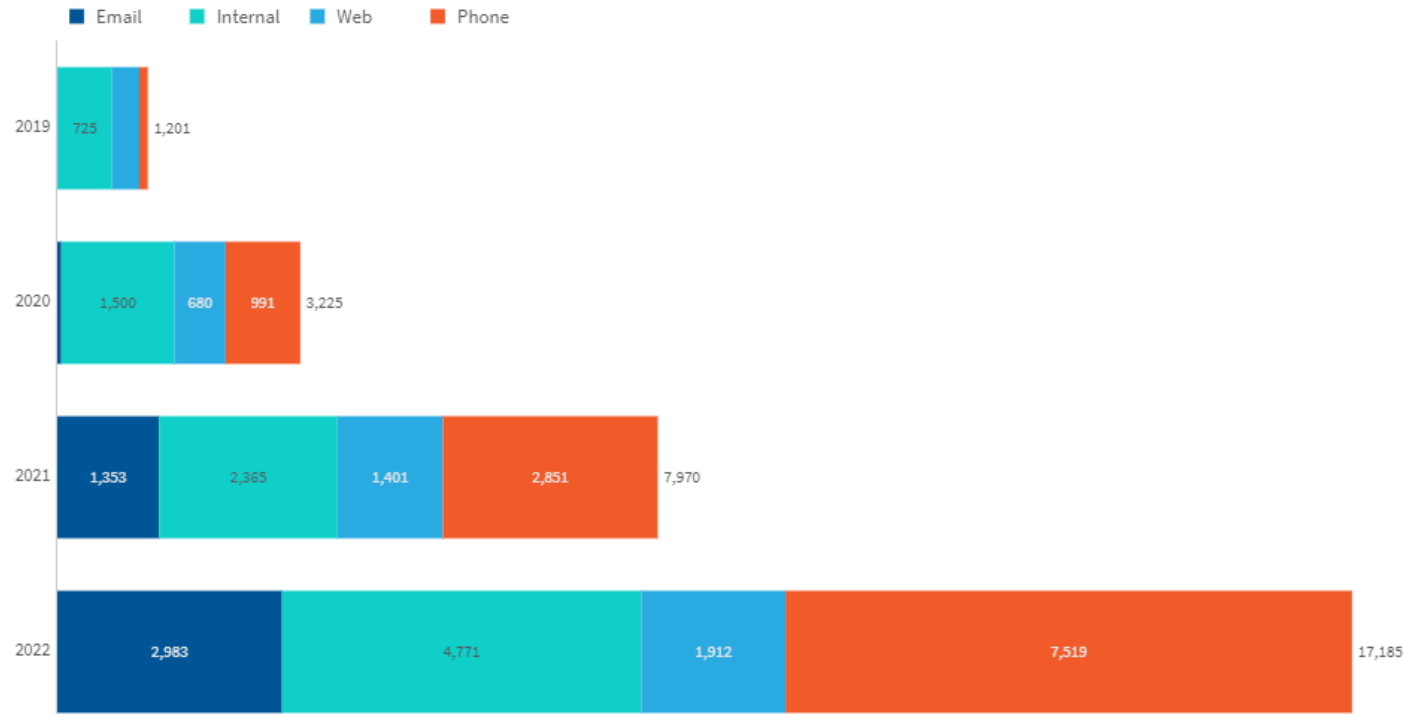


# Corporate Services – Office of the Chief Information Officer

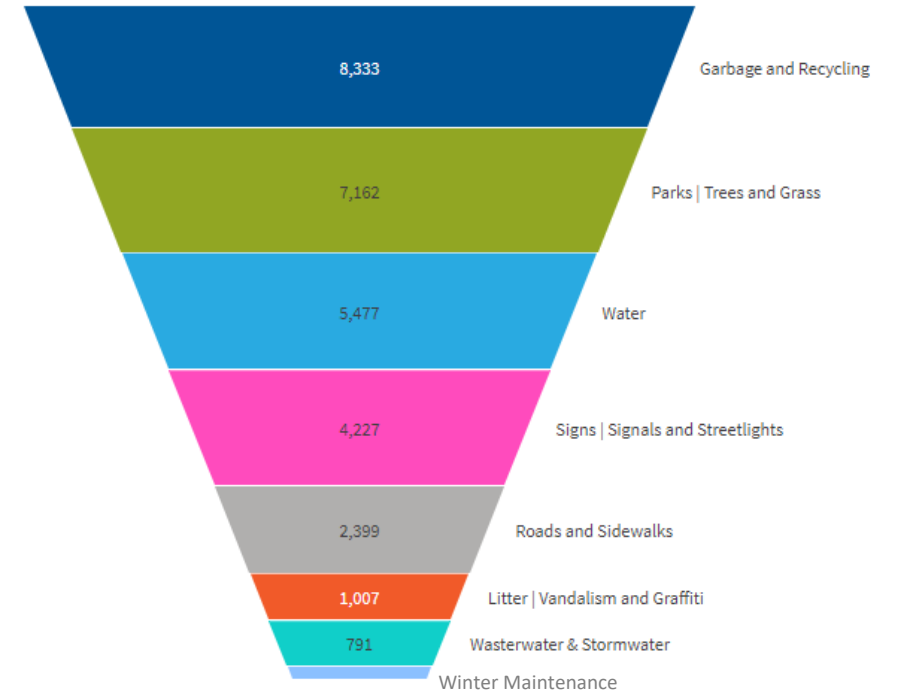


## Citizen Relationship Management (CRM) Service Request

Service Request Volume



Service Request Type





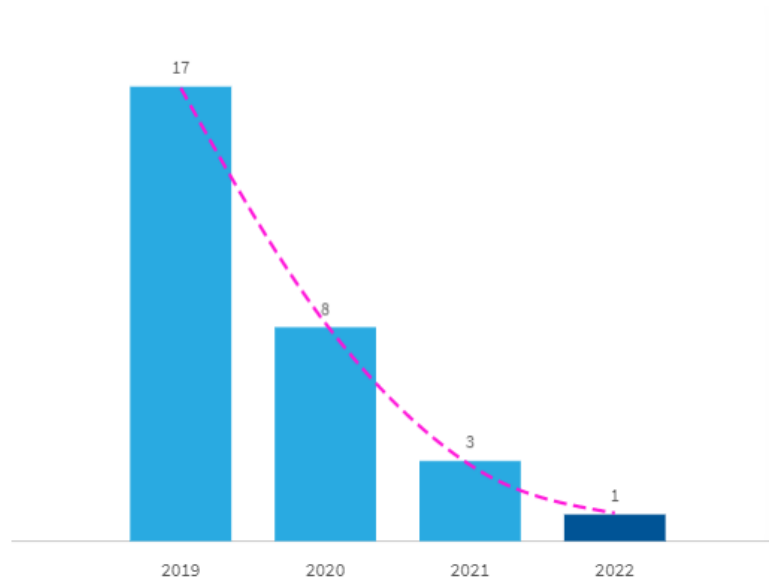
## IT Security

### Vulnerability Index

2022 vs. 2019

94.1% ↓

Total Vulnerability Index

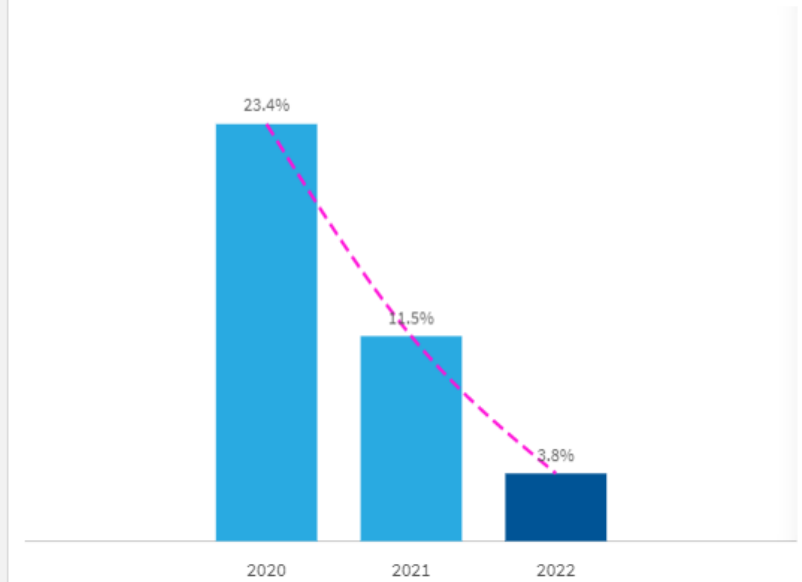


### Vulnerability Phishing

2022 vs. 2019

83.8% ↓

Vulnerability to Phishing Attacks



**Vulnerability Index Description:**

Total vulnerability index measures the average amount of L4/L5 vulnerabilities on each server on the corporate infrastructure

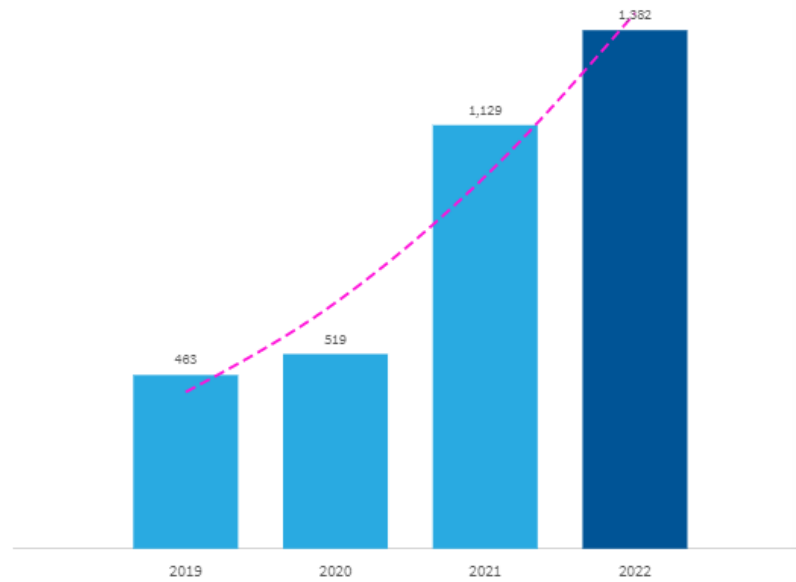
# Corporate Services – Office of the Chief Information Officer



## Cloud Services Usage - Productivity

### OneDrive

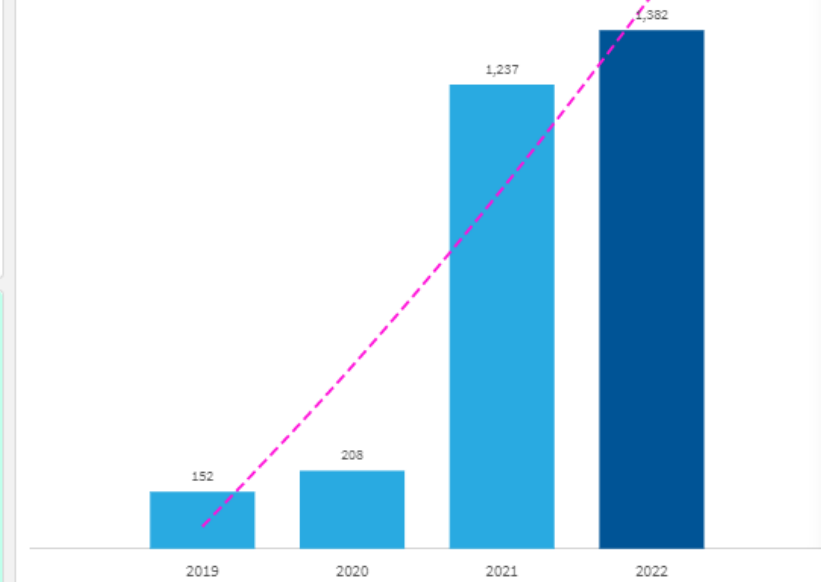
File Sharing and Storage (OneDrive)  
Number of Users



2022 vs. 2019  
**198.5% ↑**

### Teams

Virtual Meetings and Collaboration (Teams)  
Number of Users



2022 vs. 2019  
**809.2% ↑**

# Infrastructure Development Portfolio

# INFRASTRUCTURE DEVELOPMENT

## 2021 Asset Group Updates

### Roads and Bridges



**80**

Total number of projects



**\$29.1M**

Total 2021 expenditures

### Facilities



**86**

Total number of projects



**\$15.6M**

Total 2021 expenditures

### Park and Open Spaces



**89**

Total number of projects



**\$10.5M**

Total 2021 expenditures

### Wastewater, Water and Stormwater



**38**

Total number of projects



**\$7.6M**

Total 2021 expenditures

### Active Transportation



**18**

Total number of projects

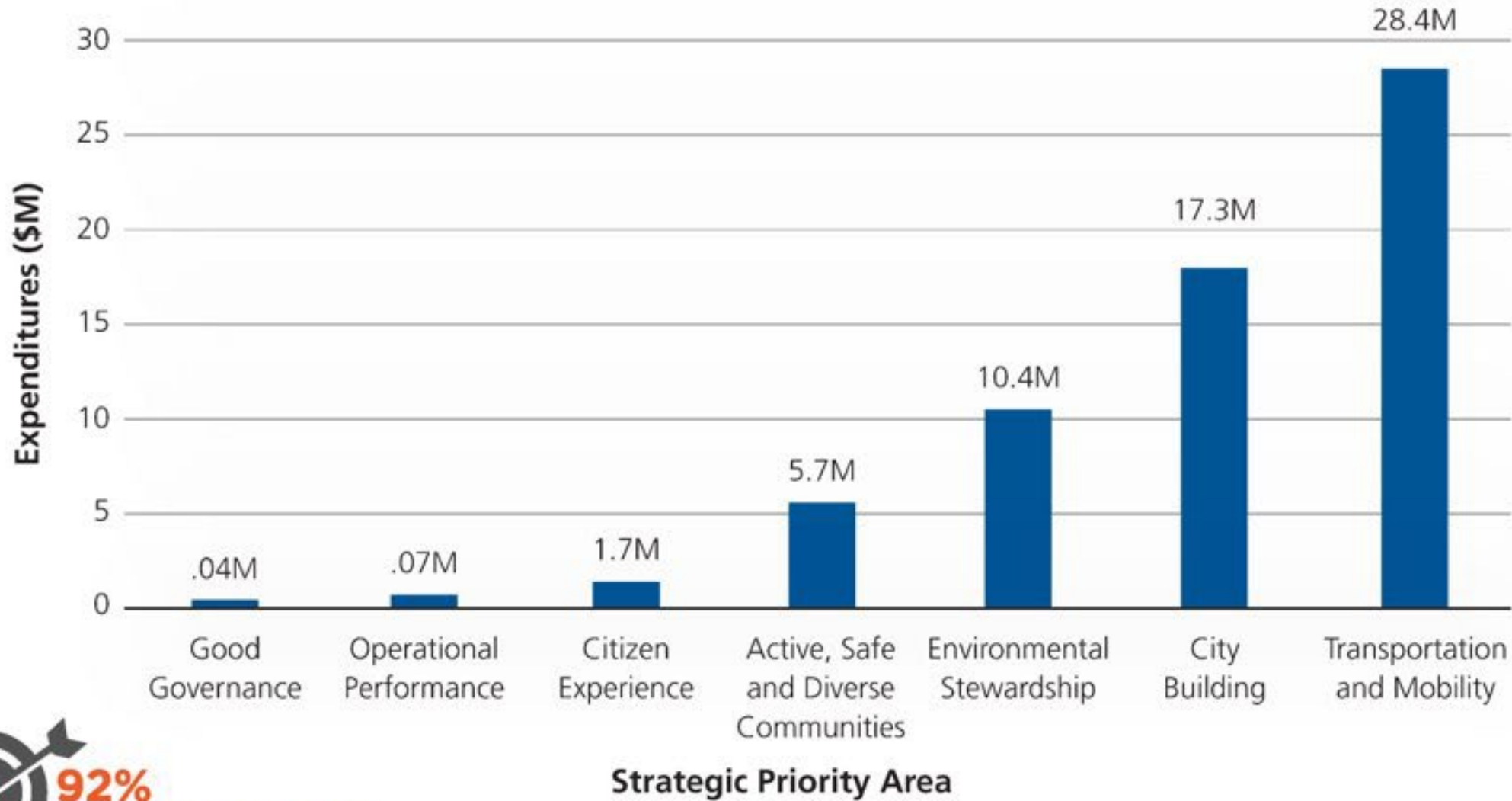


**\$1.8M**

Total 2021 expenditures

# INFRASTRUCTURE DEVELOPMENT

## 2021 Expenditures | Strategic Alignment



 **92% cashflow rate**



# INFRASTRUCTURE DEVELOPMENT

## Project Communications



Annual Report



## Communication Tactics: By the Numbers

55

Internal Project Updates/Memos

50

Newsletters/Notices

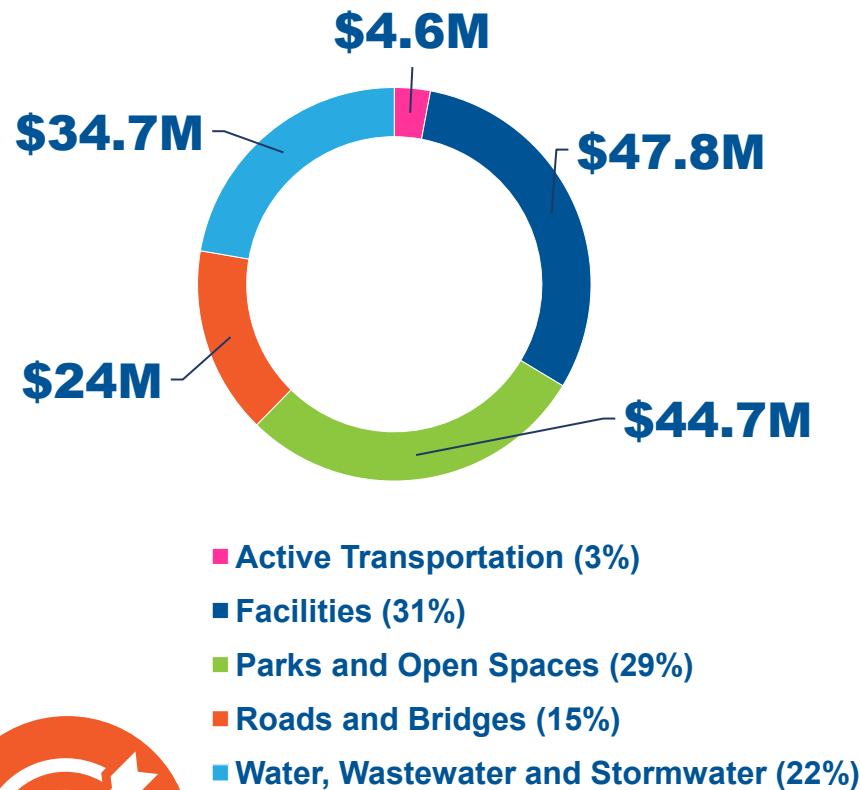
64

Public Service Announcements

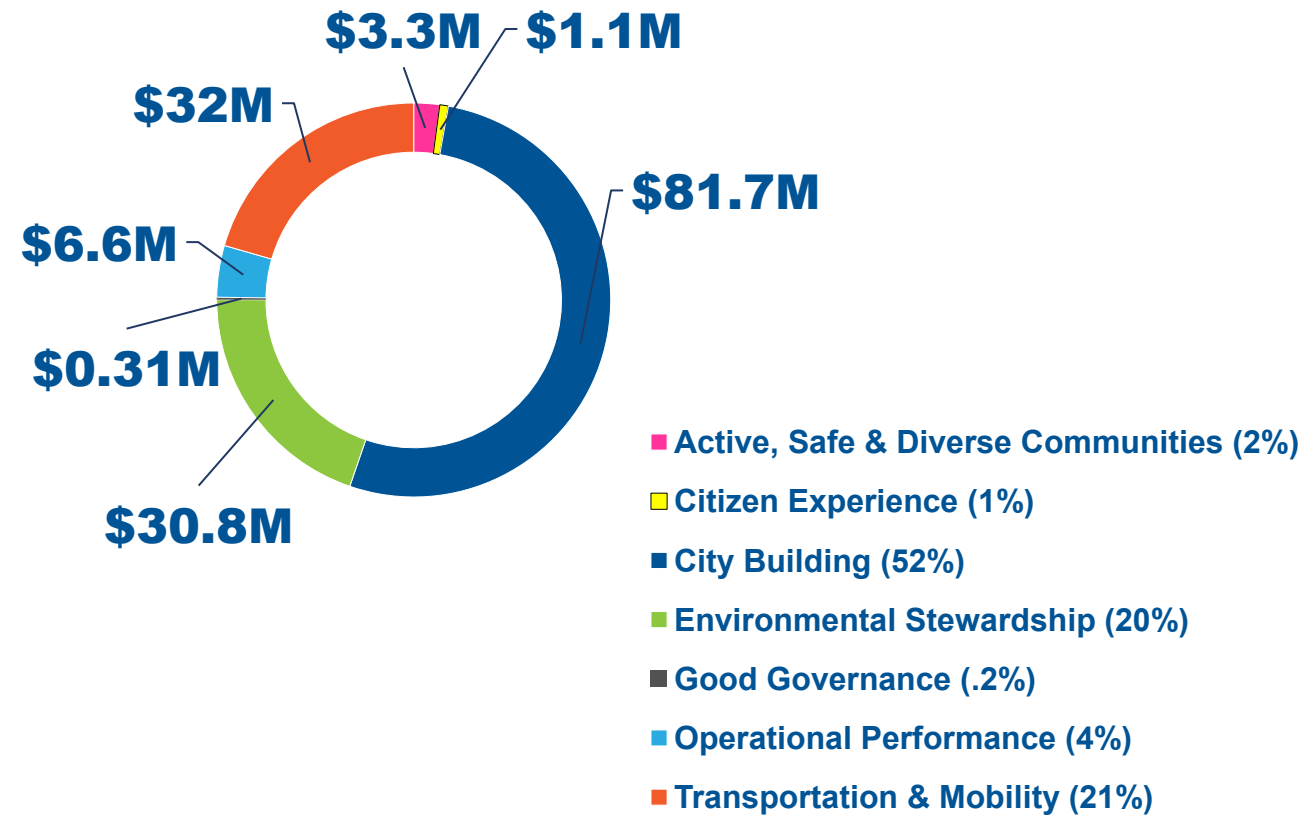
# Infrastructure Development

## Productivity Dashboard

2022 FORECASTED CASHFLOW (In Millions)  
BY ASSET GROUP



2022 FORECASTED CASHFLOW (In Millions)  
BY STRATEGIC PRIORITY



\$114.8 million expended in Capital Projects YTD, represents 71.8% of the total 2022 forecasted cashflow of \$160 million. On target to align with 2021 year-end cashflow rate of 92%.

# INFRASTRUCTURE DEVELOPMENT

## 2022 Update | Dashboard

### iDev Portfolio Overview



Home

Dept

Programs

Projects

Issues / Risks

Resources

Q PMC Report

DEPARTMENT

Development Engineering

Facility Management

Infrastructure Delivery

Infrastructure Planning & Corporate Asse...

Parks Infrastructure Planning & Develop...

Approved Budget

1.13B

LTD Actual Costs

570.7M

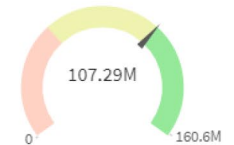
Costs / Approved Budget

50.32%

Open Action Items

10

YTD Portfolio Progress



YTD Actual Costs vs Projected Cashflow

Projected Cashflow (CY)

160.6M

YTD Actual Costs

107.3M

YTD Cashflow %

66.81%

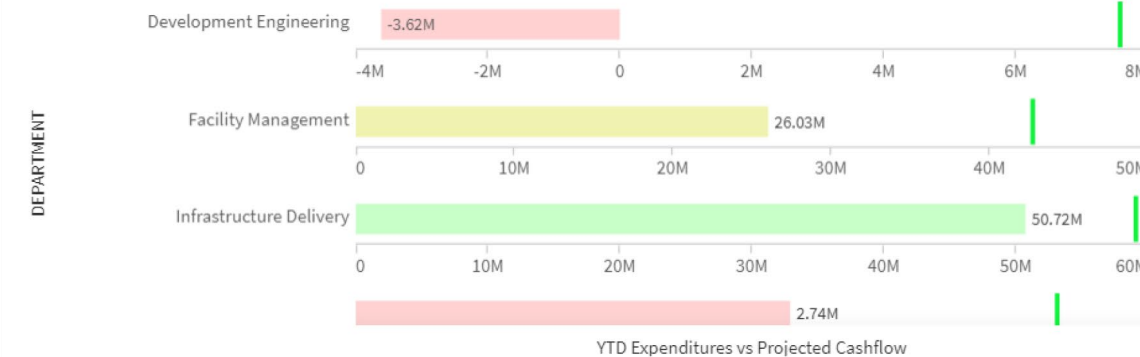
Open Commitments

230.5M

### Project Status

Status	Projects	Programs
<b>Totals</b>	<b>374</b>	<b>17</b>
Active	239	15
On Hold	37	2
Closure Requested	32	0
Not Started	28	0
Warranty	24	0
Cancelled	8	0
Completed	6	0

### Progress by Dept



### Project Risks

Project	# High Risks
<b>Totals</b>	<b>34</b>
Kirby Rd Extension-Dufferin Street to Bathurst	6
VMC Black Creek Renewal	5
Off-Leash Dog Parks Development	3
Block 18 District Park Development (UV2-D1)	2
Cannes Park-UV1-N27 Neighborhood Park Development	2
Conley Park South Redevelopment	2
Gallanough Park Redevelopment	2
New Fire Station 7-12	2

### Future Year Forecast

PORTFOLIO	FY1	FY1 Recognized	FY2	FY2 Recognized	FY3	FY3 Recognition	FY4	FY4 Recognized
Office of the DCM, Infrastructure Development	2023	\$356,460,775.41	2024	\$89,579,437.41	2025	\$105,015,806.22	2026	\$56,811,055.70

# INFRASTRUCTURE DEVELOPMENT

## Development Engineering

### 2021 Intake Summary



**729**

Pool permits processed



**1,213**

Grading permits processed



**8,302**

Inspections performed

### 2021 Development Services



**36**

Agreements prepared



**300**

Committee of Adjustment files processed



**18**

Fully executed agreements processed

### 2021 Assumption Summary

Municipal infrastructure delivered through the development approval process and 13 growth-related land development projects with a value of \$35.8M that were assumed by the City of Vaughan:

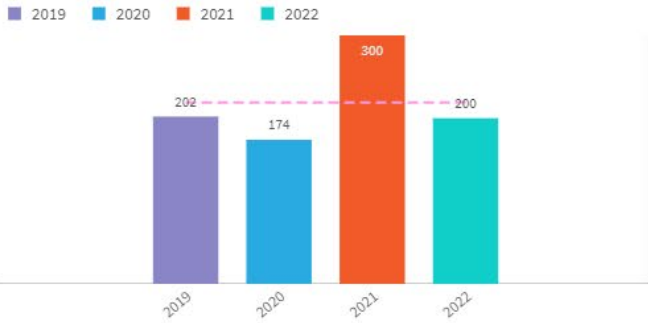
- 13 lane kilometres of road
- 10.4 kilometres of watermain
- 6.2 kilometres of sanitary sewer
- 4.8 kilometres of sidewalk
- 4.0 kilometres of storm sewers
- 248 streetlights
- 4 stormwater management ponds
- 1 wastewater pumping station

# Infrastructure Development – Development Engineering

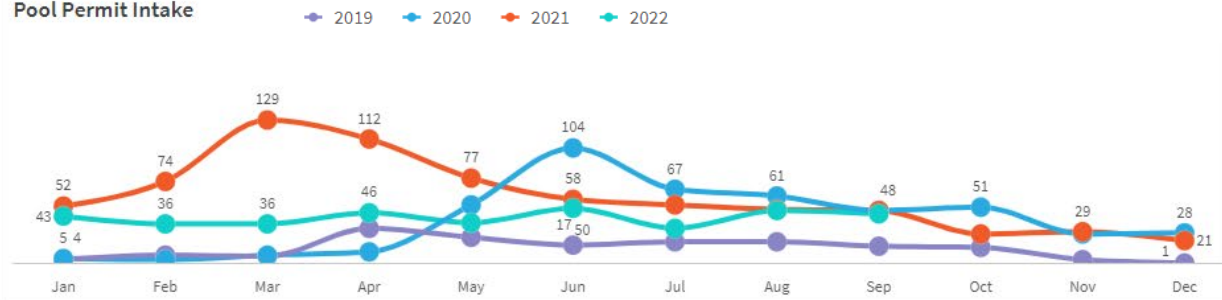


2022 Data is as of September 2022

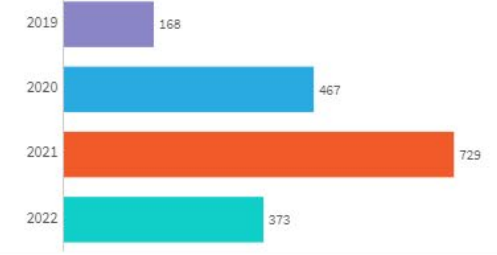
Committee of Adjustment Files Processed



Pool Permit Intake



Pool Permit Intake

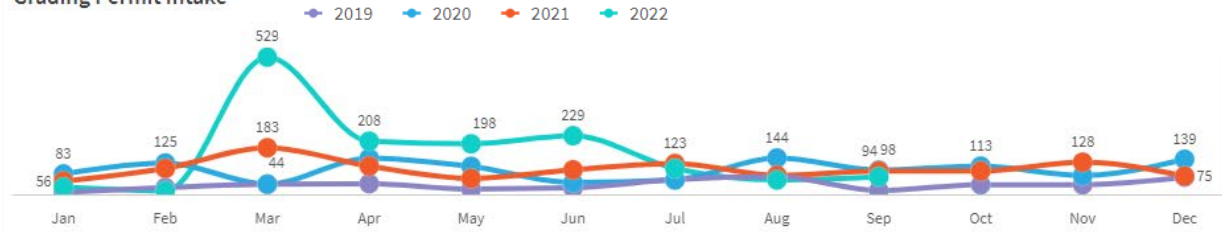


Development & Amending Agreements - Active vs Executed

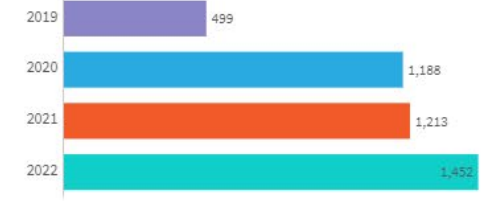


2019 Data is not available as data collection started in 2020

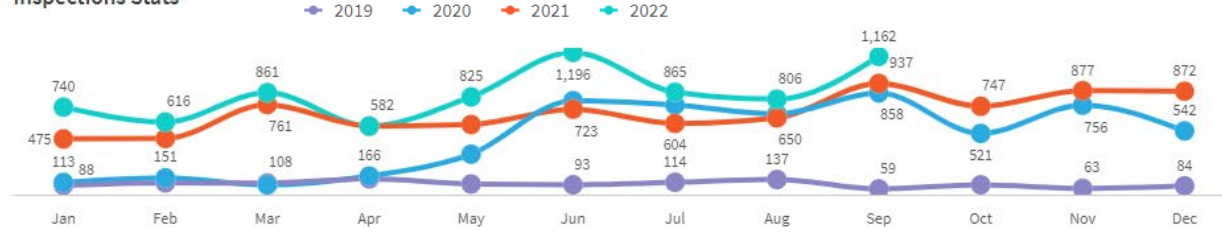
Grading Permit Intake



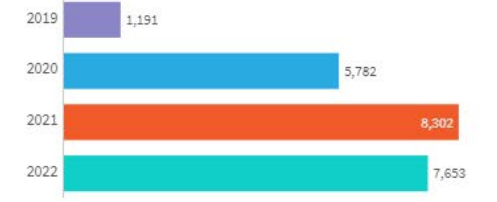
Grading Permit Intake



Inspections Stats



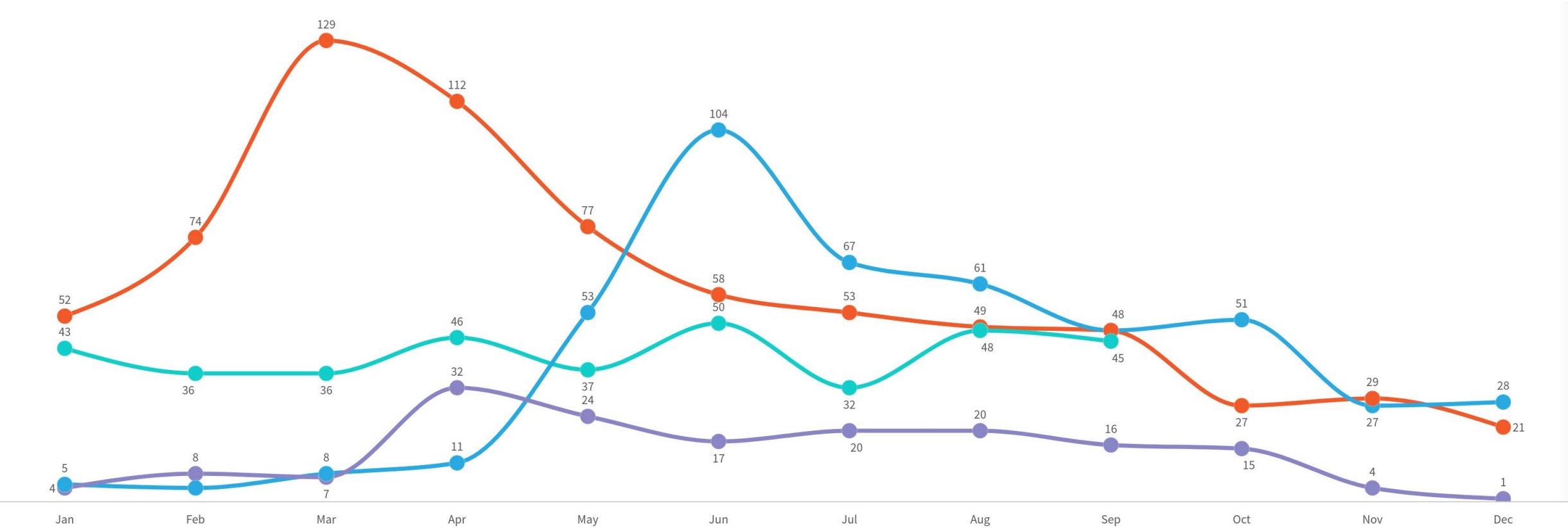
Inspections Stats



# Infrastructure Development – Development Engineering

Pool Permit Intake

2019 2020 2021 2022

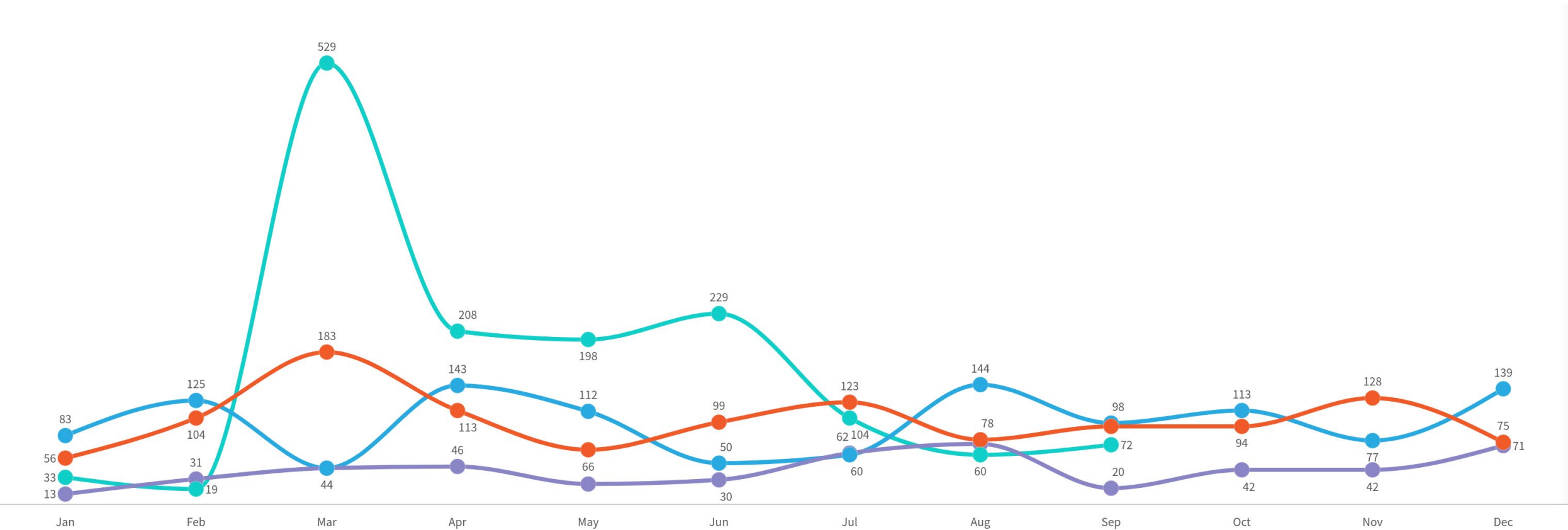




# Infrastructure Development – Development Engineering

Grading Permit Intake

2019 2020 2021 2022

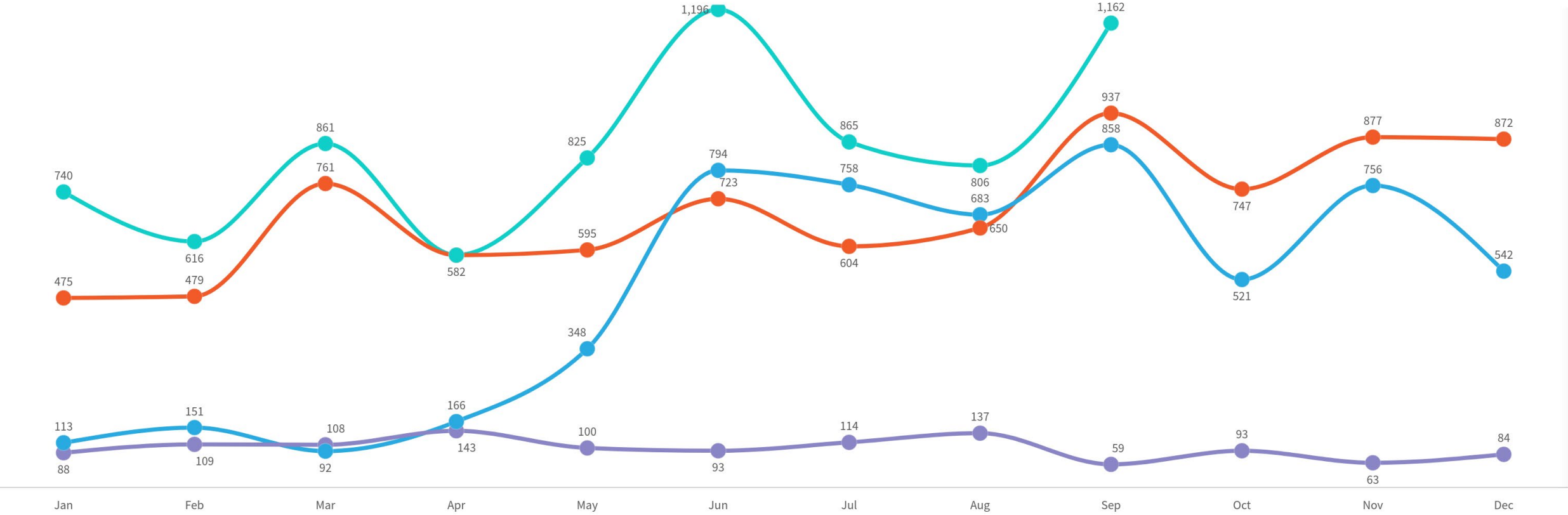




# Infrastructure Development– Development Engineering

Inspections Stats

2019 2020 2021 2022



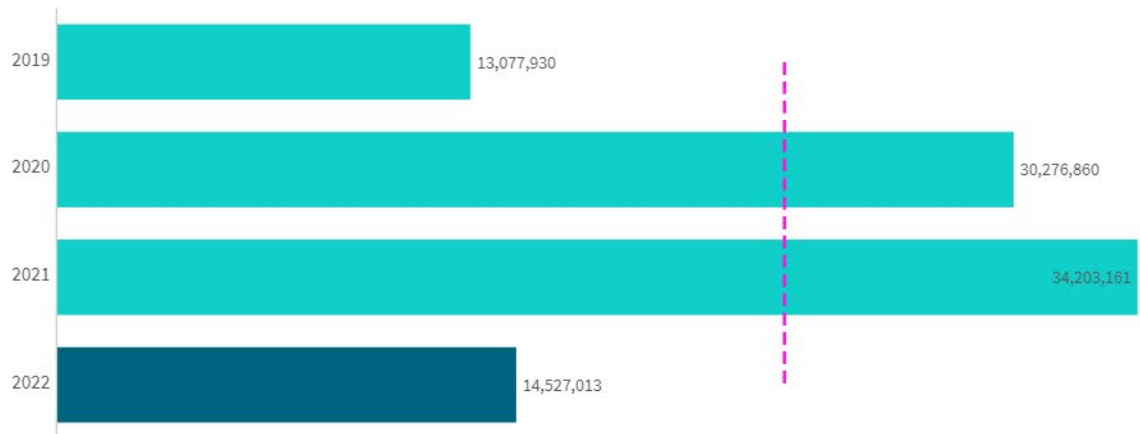
# Infrastructure Development – Real Estate



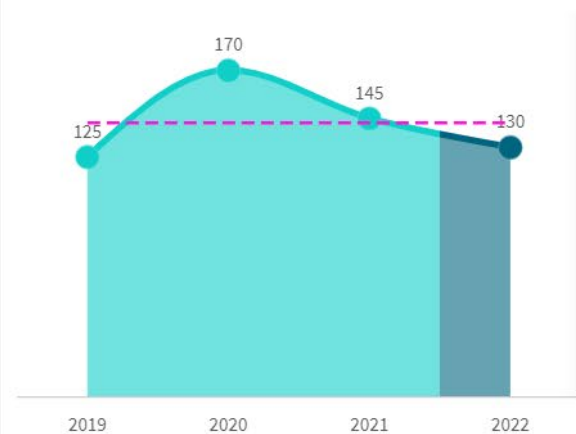
2022 Year to date as of October 19, 2022

► Full Year ► Year To Date

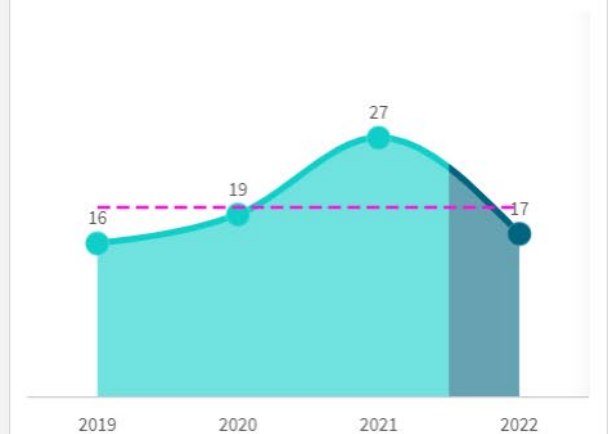
Cash-in-lieu of Parkland Revenue



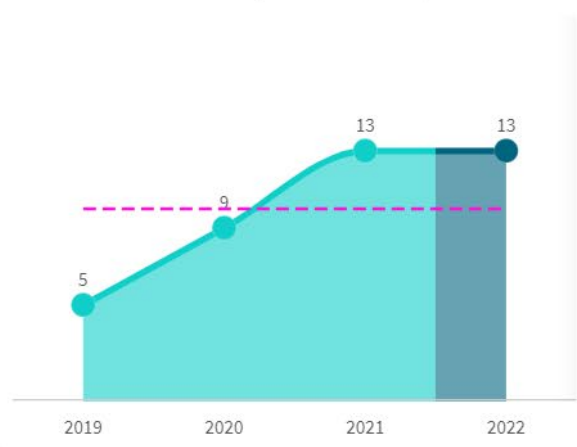
# of Development Applications Reviewed & C...



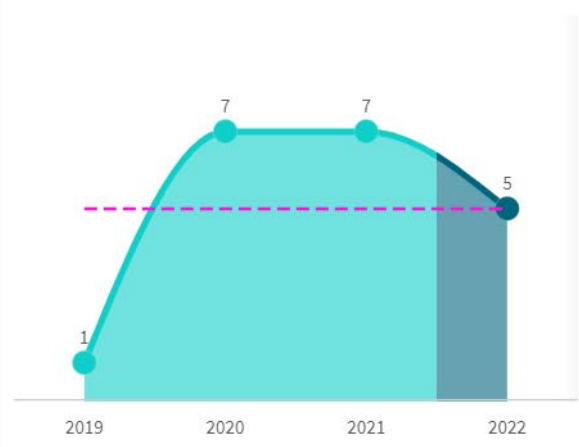
# of Sales and/or Lease Applications Submitted



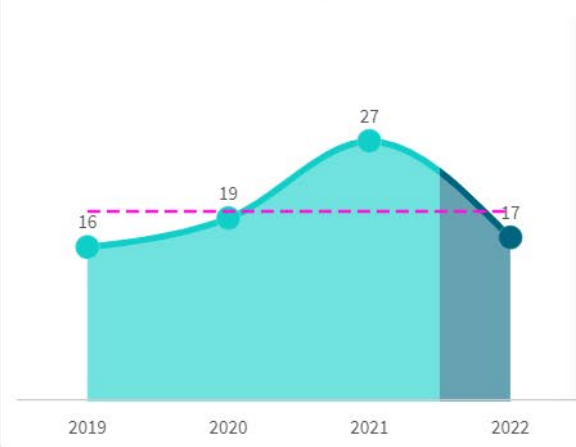
# of Acquisitions/Dispositions Completed



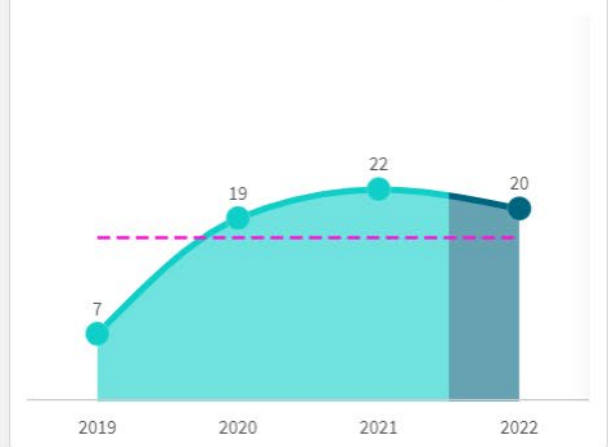
# of New Leases and/or Lease Renewals Com...



Permission to Enters Completed



Committee Closed Session Reports Completed



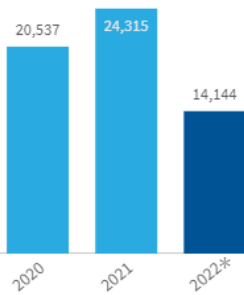
# Legal and Administrative Services Portfolio

# Legal Services & Office of the City Clerk



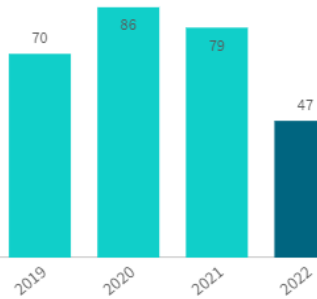
## 2022 Year to date as of 2022 Q3

Year Over Year In-house Legal Services Support Hours

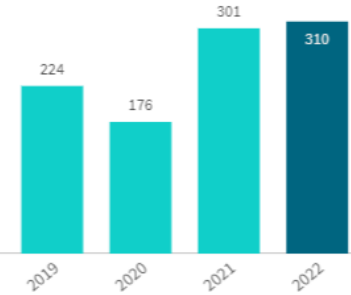


\*Based on two vacancies

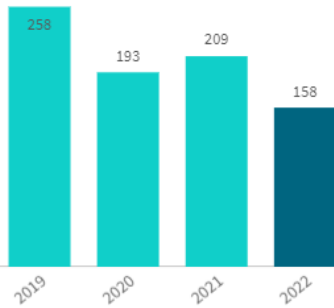
Committee & Council Meetings



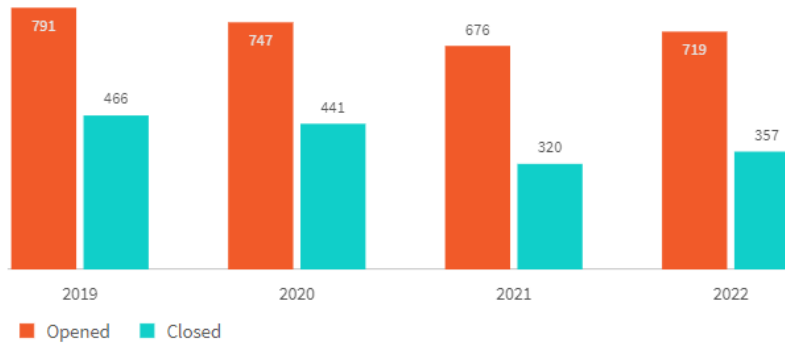
Total # of Committee of Adjustment Applications



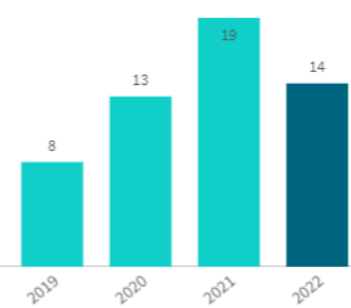
# of Freedom of Information Requests



# of Claims (Opening & Opened) vs Closed



# of Privacy Impact Assessments

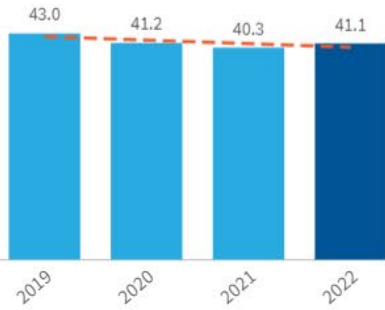


# Procurement Services

## Bid Opportunities



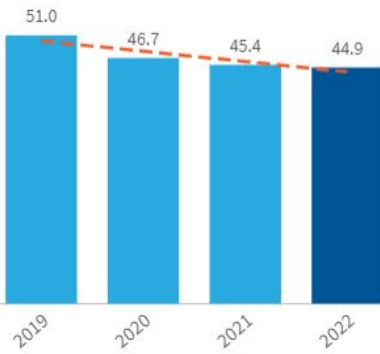
Average Bid Issue Date  
to Award Date:  
Procurement Cycle Times in Business days



## Contract Awards



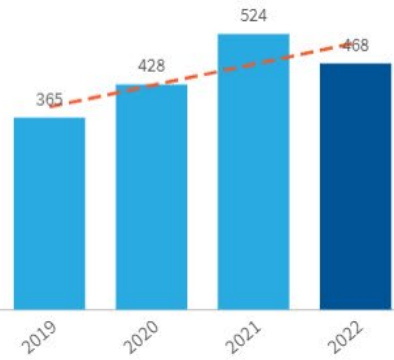
Average Approved Specifications  
to Award Date:  
Full Cycle Times in Business days



## Contract Awards



Total Number of Contract Awards



# Planning and Growth Management Portfolio

# Planning and Growth Management – Permits and Inspections

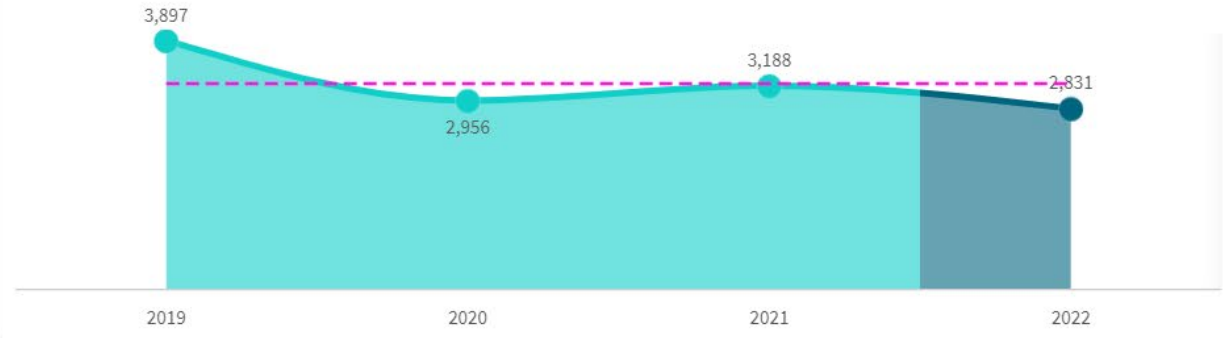


2022 Year to date as of October 31, 2022

Construction Value

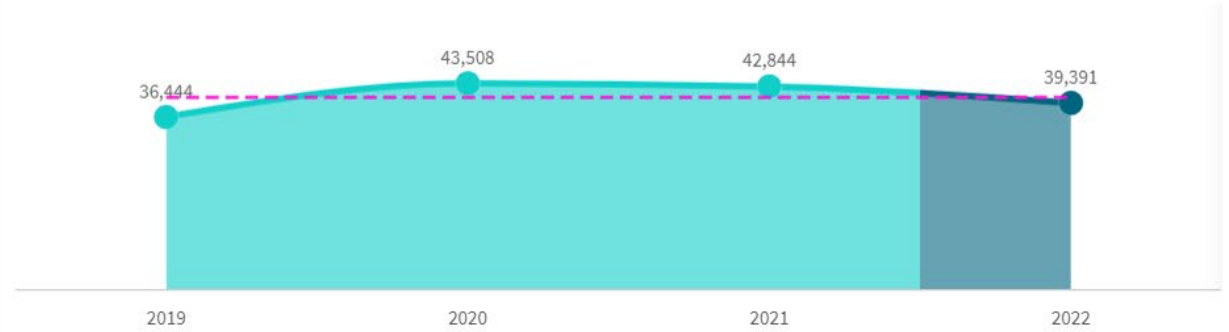


No. of Issued Permits



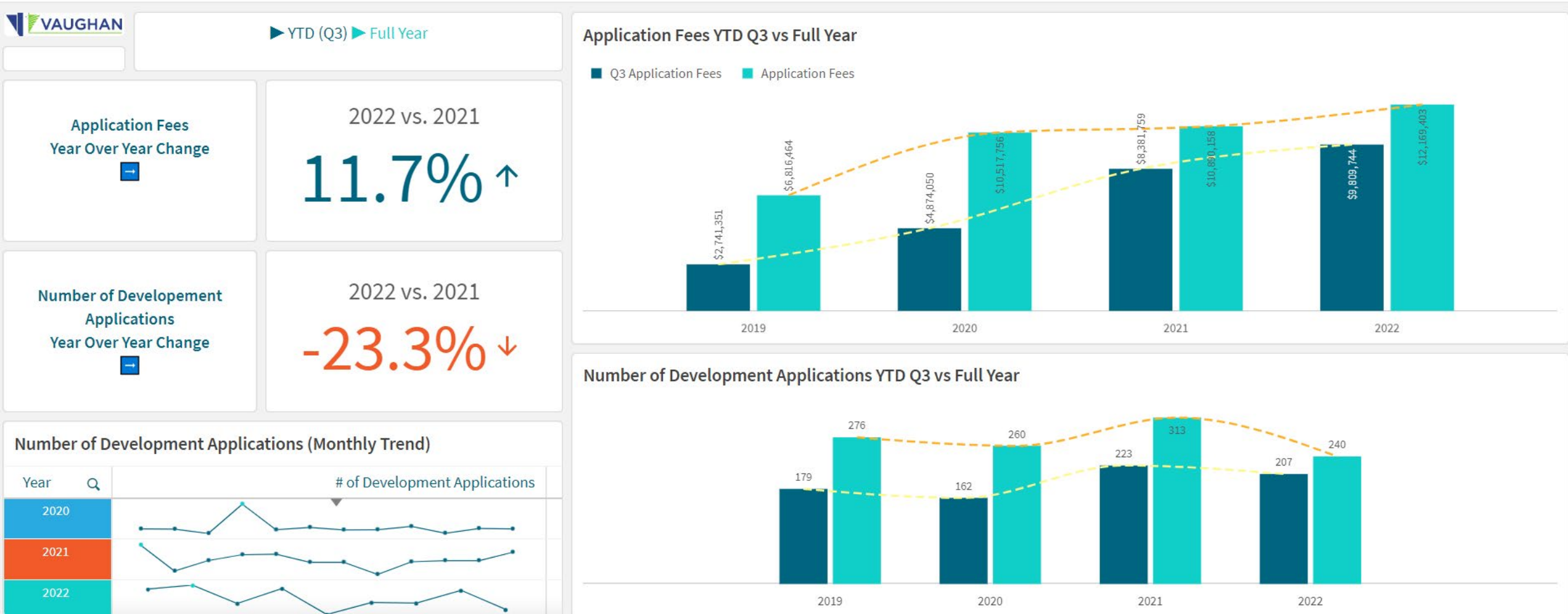
► Full Year ► Year To Date

No. of Inspection Attempts

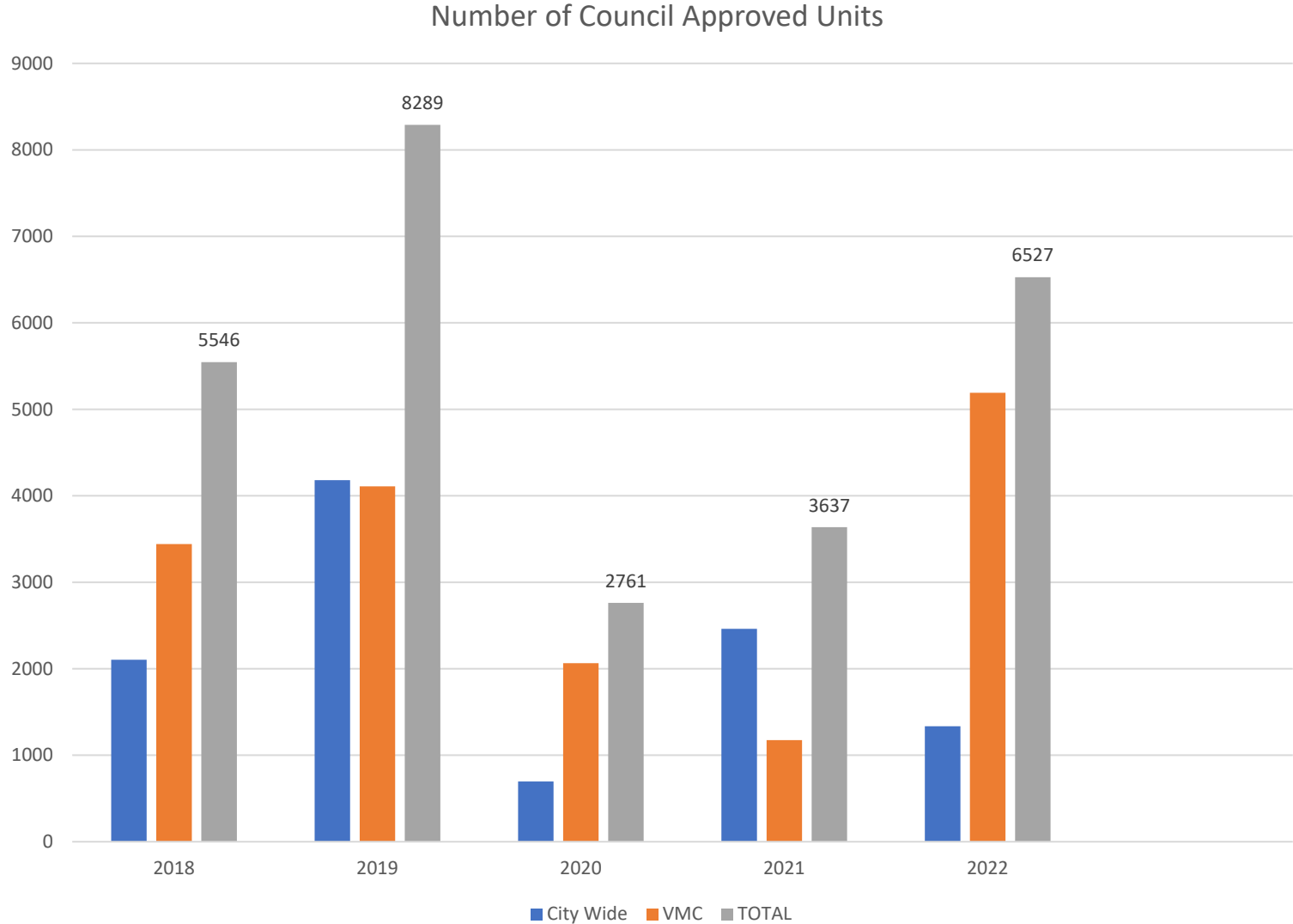




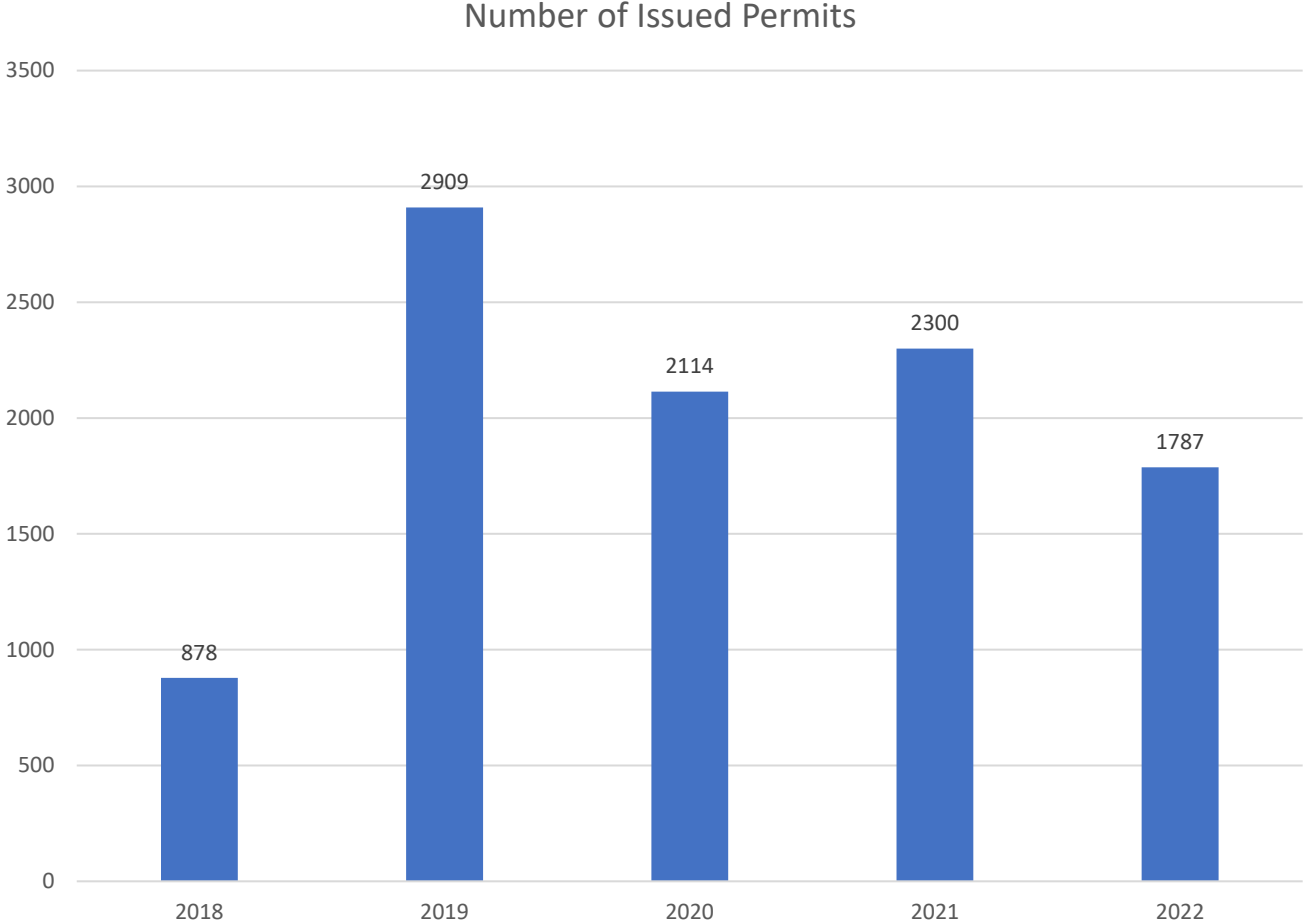
# Planning and Growth Management – Development Applications



# Planning and Growth Management – Residential Units



# Planning and Growth Management – Residential Units

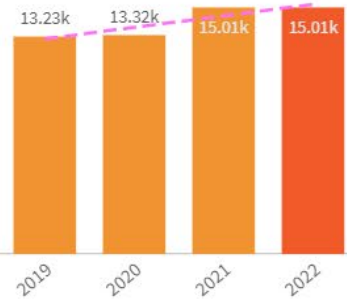


# Public Works Portfolio

# Public Works – Environmental Services

## Garbage Collection

# of Multi-Unit Residential Dwellings Receiving Garbage Collection



# of Residential Dwellings Receiving Garbage Collection

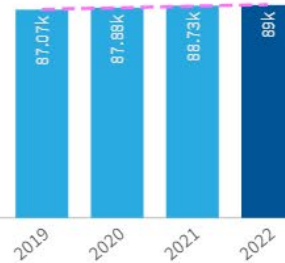


## Organics Collection

# of Multi-Unit Residential Dwellings Receiving Organics C...

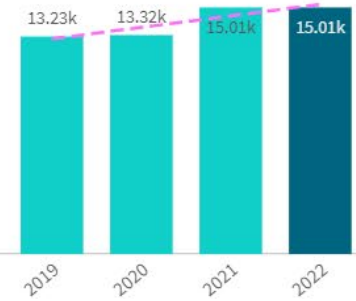


# of Residential Dwellings Receiving Organics Collection

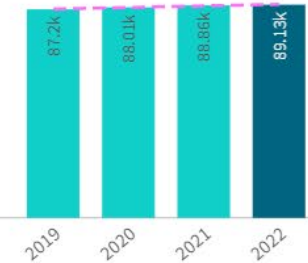


## Recycling Collection

# of Multi-Unit Residential Dwellings Receiving Recyc...



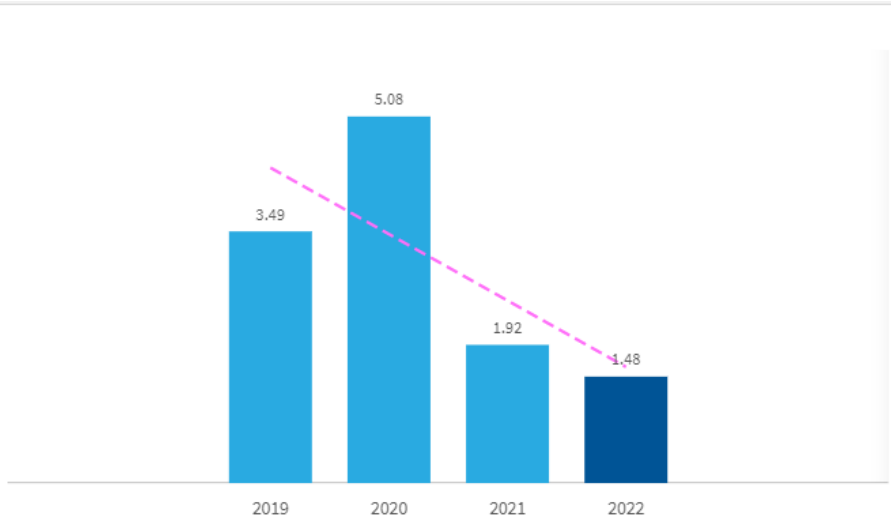
# of Residential Dwellings Receiving Recycling Collec...



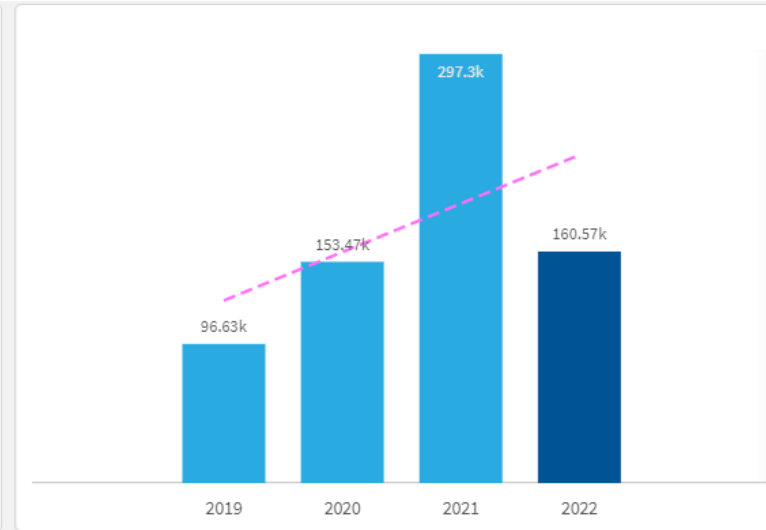
2022 YTD as of June 2022

# Public Works – Environmental Services

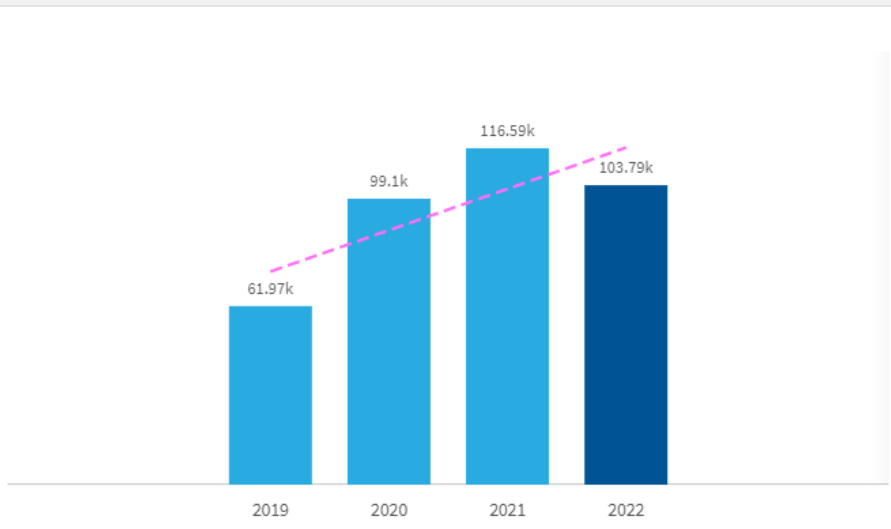
Number of main breaks / 100 km length



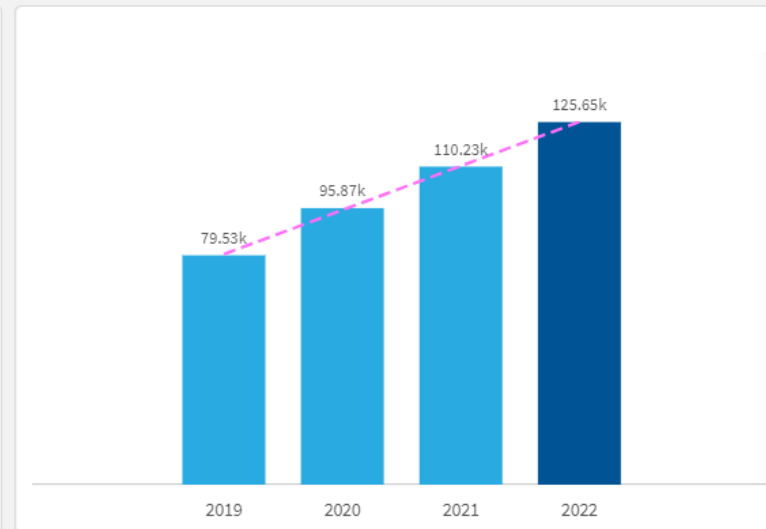
Number of Metres of Sewers Receiving Preventative Maintenance Activities  
Sanitary Sewer Cleaning



Number of Metres of Sewers Receiving Preventative Maintenance Activities  
Sanitary Sewer Inspection



Number of Metres of Sewers Receiving Preventative Maintenance Activities  
Storm Sewer Inspection



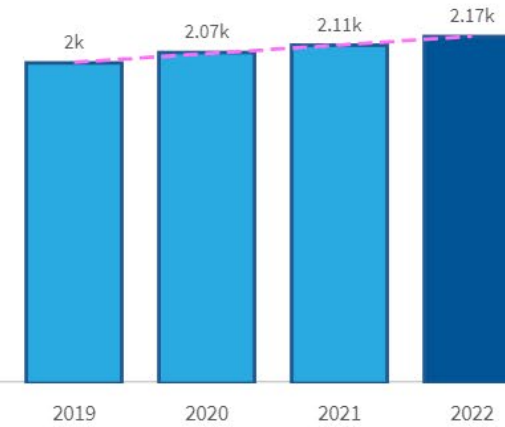
2022 YTD as of June 2022

# Public Works – Transportation and Fleet Management Services



### Lane KM Serviced - Roads (Local | Collector | Rural and Laneway)

Lane KM Serviced  
Roads (Local, Collector, Rural and Laneway)



2022 YTD as of November 2022

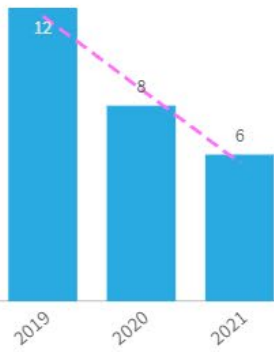


# Public Works – Winter Maintenance

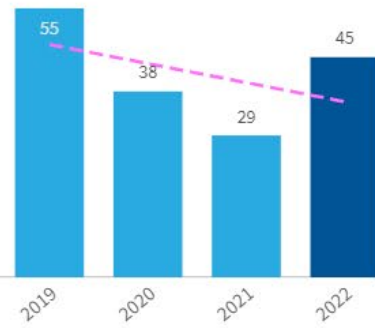


## Winter Maintenance

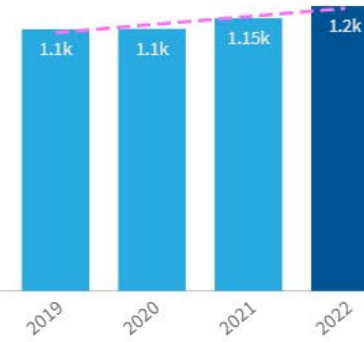
### Plowing Winter Events



### Sidewalk Plowing and Salting

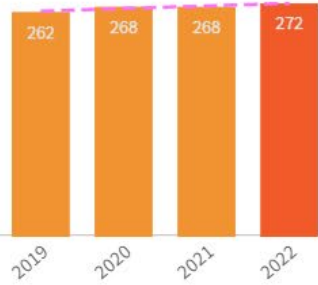


### Total kilometers of sidewalk winter clearing maintained

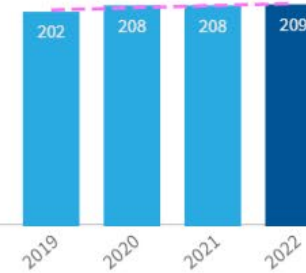


# Public Works – Parks, Forestry & Horticulture

## Playgrounds Maintained

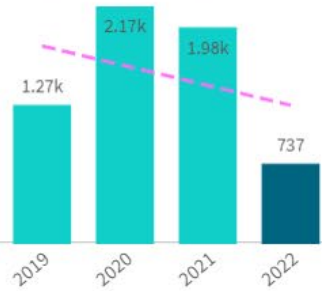


## Total number of soccer and baseball fields maintained

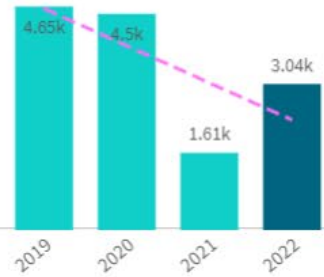


## Trees Planted

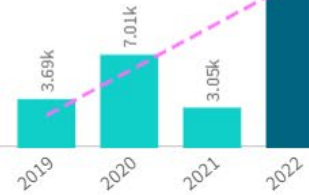
### Trees Planted (Subdivision)



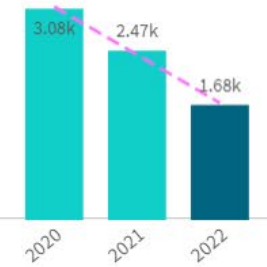
### Trees Planted (Supply and Plant Contract)



### Proactive Tree Maintenance



### Reactive Tree Maintenance



# Performance Excellence and Accountability - Productivity/ Performance Dashboards Committee of the Whole (Working Session)

November 23, 2022