



Communication : C 3
Committee of the Whole (Working Session)
March 1, 2023
Agenda Item # 2

2022-2026 Term of Council Service Excellence Strategic Plan

Committee of the Whole –
Working Session
March 1, 2023



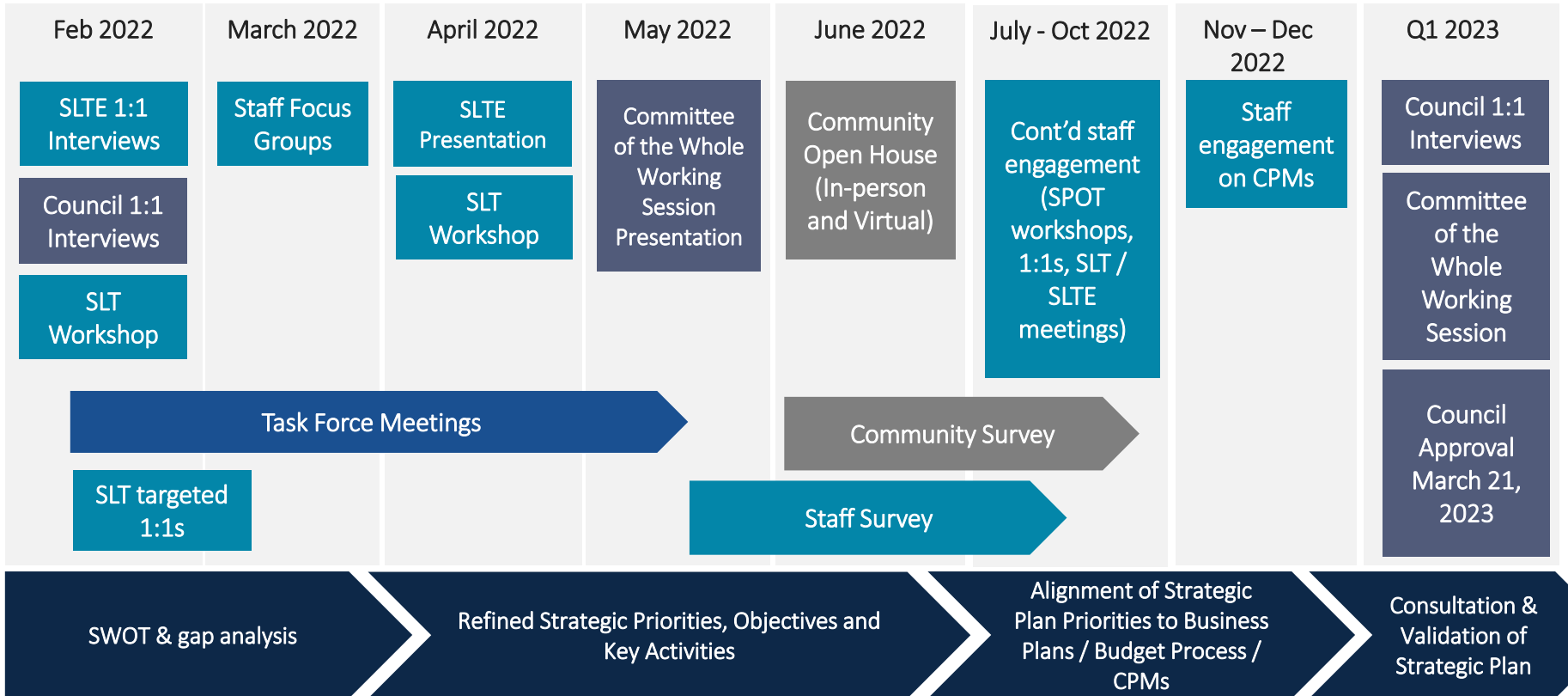
Today's CW - Working Session

- Overview of the Process for Developing the Strategic Plan
- Key Inputs and Themes
- 2022-2026 Strategic Priorities
- Vision, Mission and Values

From Strategic to Operational



Strategic Planning Process



Key Insights and Themes

274

Staff Survey
respondents



The staff survey had **274 responses from across the organization**, including 41% who have worked for the City for up to 4 years and 37% who have been with the City for 10+ years

80% of participants said they understand how their **job relates to the Strategic Plan**

74% found the document **easy-to-follow**

About **60%** of participants believed the Strategic Plan had been **well-communicated**

653

Community
survey
respondents



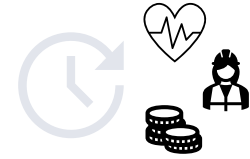
The survey had a strong uptake, with 653 survey responses received. Most survey respondents lived in Vaughan (93%), with a further majority having lived in Vaughan for 21+ years (53%)

 **23%**

When asked if there was one strategic priority that stood out as most important, the majority of respondents (23%) said **Transportation and Mobility, followed by Staff Engagement (17%)**

58% of participants

said the **City's community areas (e.g., parks, community centres, etc.) were what they liked most about living in Vaughan**. 57% of respondents said it was located near to family and friends, and that it has a good quality of life (54%)



Healthcare, public safety, taxation and government spending were all identified by participants as the highest priority issues when thinking ahead for the next 4 years



Many participants pointed out that **public transportation and road network issues** should be top of mind as the city continues to grow.

2022-2026 Strategic Plan Priorities

Transportation and Mobility	City Building	Environmental Sustainability	Active, Engaged and Inclusive Communities	Community Safety and Well-Being	Economic Prosperity and Job Creation	Service Excellence and Accountability
Improve Vaughan's Road/Street Network	Grow Vaughan as a Complete Community with a Focus on Quality of Life	Advance Stewardship of Green Infrastructure	Develop the City as a Diverse, Equity-based and Inclusive Community	Enhance Community Safety in collaboration with Regional/Provincial/Federal partners	Empower the Local Business Community to Grow in Vaughan	Committed to Citizen Service Excellence as an Innovative, Data driven, Service Organization
Advocate for Improved Public Transit	Engage in Long-Term Planning and Policy Development to Meet the City's Housing Needs	Support Community and Corporate Sustainability Initiatives	Ensure Ongoing Commitment To Indigenous Relations and Reconciliation	Continue to provide comprehensive Fire Protection and Emergency Services	Promote Vaughan's Economy as Transformative, Ambitious and Purpose-Driven	Ensure Financial Sustainability and an Effective and Efficient Administration
Improve Active and Emerging Modes of Transportation	Continue to Invest in Making Vaughan a "Smart City"	Invest in Climate Change Mitigation and Resilience	Build Vaughan as an Active, Engaged, Creative and Culturally Vibrant Community	Continue to Implement the By-Law Strategy	Undertake Strategic Initiatives to Bolster the Local Economy and Future Investment	Ensure Vaughan is an Inclusive and equity-based Employer of Choice

2022-2026 Term of Council Service Excellence Strategic Plan





Transportation and Mobility



Goal: Improve the reliability and safety of Vaughan’s road network and infrastructure.

Objective	Key Activities
Improve Vaughan’s Road/Street Network	<ol style="list-style-type: none">1. Advance local road improvements2. Support regional road initiatives and projects3. Advance the road safety and MoveSmart Strategy4. Monitor the performance and condition of street assets
Advocate for Improved Public Transit	<ol style="list-style-type: none">1. Advance first/last mile transportation connections to transit2. Support regional transit initiatives and projects
Improve Active and Emerging Modes of Transportation	<ol style="list-style-type: none">1. Advance active transportation facilities for all ages and abilities2. Promote sustainable alternative modes of transportation3. Advance emerging and new forms of transportation



City Building



Goal: Build a world-class city based on good planning and urban design principles, which foster community well-being.

Objective	Key Activities
Grow Vaughan as a Complete Community with a Focus On Quality of Life	<ol style="list-style-type: none">1. Advance key intensified and well-designed communities2. Build and revitalize community facilities, amenities and green spaces
Engage in Long-Term Planning and Policy Development to Meet the City's Housing Needs	<ol style="list-style-type: none">1. Complete the City's Official Plan review and supported studies2. Complete Secondary Plans and Block Plans to promote transit-friendly and walkable communities3. Ensure an efficient and effective development applications review process
Continue to Invest in Making Vaughan a "Smart City"	<ol style="list-style-type: none">1. Advance infrastructure and governance to enable smart technology2. Encourage adoption of smart city technology by residents, businesses and stakeholders3. Develop partnerships to advance smart city initiatives within the City



Environmental Sustainability



Goal: Protect the environment and foster a sustainable future through our social and economic initiatives.

Objective	Key Activities
Advance Stewardship of Green Infrastructure	<ol style="list-style-type: none">1. Develop a Greenspace Strategy for Parks and Open Spaces2. Develop an urban forestry management plan3. Deliver on Beautification 2.0
Support Community and Corporate Sustainability Initiatives	<ol style="list-style-type: none">1. Increase engagement on environmentally focused programming2. Encourage a sustainable lifestyle for the community3. Meet new energy efficiency and sustainability targets in City facilities4. Promote green building for City buildings, facilities and assets5. Develop a Green Fleet Strategy
Invest in Climate Change Mitigation and Resilience	<ol style="list-style-type: none">1. Continue to build awareness of the climate challenges and supporting initiatives2. Advance the Municipal Energy Plan



Active, Engaged, and Inclusive Communities



Goal: Ensure Vaughan is a vibrant, diverse, inclusive, and equity-based community for all.

Objective	Key Activities
Develop the City as a Diverse, Equity-based and Inclusive Community	<ol style="list-style-type: none">1. Develop Vaughan as an inclusive, accessible and age-friendly community2. Achieve equity for equity-deserving groups3. Develop an equity-based community and business engagement plan
Ensure Ongoing Commitment To Indigenous Relations and Reconciliation	<ol style="list-style-type: none">1. Support the development and implementation of an Indigenous Relationship and Reconciliation Plan2. Engage with First Nations, Métis, and Inuit communities to respond to the Truth and Reconciliation Commission's 94 Call to Actions
Build Vaughan as an Active, Engaged, Creative and Culturally Vibrant Community	<ol style="list-style-type: none">1. Develop creative and cultural amenities and nurture community engagement2. Increase public art awareness and develop community public art place-making3. Advance inclusive citizen engagement initiatives4. Continue to provide diverse and inclusive recreation programs, services and events

Community Safety and Well-Being

Goal: Foster a high quality of life in Vaughan through safe and healthy communities.

Objective	Key Activities
Enhance Community Safety in Collaboration with Regional, Provincial and Federal partners	<ol style="list-style-type: none"> 1. Identify and support key community safety initiatives 2. Provide public education and awareness 3. Work collaboratively with the community and across all levels of government to advocate for legislation and regulations in support of community safety
Continue to Provide Comprehensive Fire Protection and Emergency Services	<ol style="list-style-type: none"> 1. Continue to provide a comprehensive fire protection, education and prevention programs 2. Plan for future fire station demands as the city continues to grow 3. Continue to support the emergency services program and build readiness and resiliency for future events
Continue to implement the By-Law Strategy	<ol style="list-style-type: none"> 1. Develop and implement modernized Property Standards by-law 2. Develop and implement comprehensive Road Allowance by-law 3. Continue Parking by-law review

Economic Prosperity and Job Creation



Goal: Ignite economic prosperity and advance Vaughan as an entrepreneurial City.

Objective	Key Activities
Empower the Local Business Community to Grow in Vaughan	<ol style="list-style-type: none"> 1. Help businesses build resilience and seize new growth opportunities 2. Advance thought and community leadership through knowledge broker activities
Promote Vaughan’s Economy as Transformative, Ambitious and Purpose-Driven	<ol style="list-style-type: none"> 1. Strengthen business, labour, regional, and international networks 2. Promote Vaughan’s main streets, employment centres, industrial parks and corridors 3. Build international relations with gateway economies 4. Empower Council and our community leaders to champion local economic development
Undertake Strategic Initiatives to Bolster the Local Economy and Future Investment	<ol style="list-style-type: none"> 1. Develop Vaughan as a Centre of Excellence for entrepreneurship, innovation and purpose-driven business 2. Advance emerging opportunities in the health and healthcare industry, creative industries and destination development 3. Generate value-added partnerships that demonstrate Vaughan’s leadership and enhance services to the community



Service Excellence and Accountability



Goal: Provide exceptional citizen-focused services through continuous improvement, transparent and accountable decision-making, responsible financial management, and effective administration and communication.

Objective	Key Activities
Committed to Citizen Service Excellence as an innovative, data-driven service organization	<ol style="list-style-type: none"> 1. Define the Citizen Experience and service-level expectations 2. Continue the Data Analytics Strategy to inform citizen-focused decision-making 3. Elevate Vaughan as a Future-Focused Service Organization through continuous improvement and business and digital transformation
Ensure Continued Financial Sustainability and an Effective and Efficient Administration	<ol style="list-style-type: none"> 1. Execute the Internal Audit Risk Plan 2. Develop and mature the Long-range Fiscal Plan and Forecast 3. Continue to refine Fiscal Framework policies to support financial sustainability and regulatory compliance 4. Lead information and records management to support governance and compliance 5. Develop and refine Asset Management Plans for all assets
Ensure Vaughan is an Inclusive and Equity-based Employer of Choice	<ol style="list-style-type: none"> 1. Build commitment to diversity, equity and inclusion through corporate practices and policies 2. Implement the Equitable Employment Action Plan 3. Evolve Vaughan’s Human Resources Plan to meet future needs 4. Encourage staff engagement and a positive corporate culture across the organization

The City's 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

Dedication

FEEDBACK ON VALUES:

Inclusion

Innovation

Integrity



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