

YEAR 4

KEY RESULTS

2018-2022 Term of Council

Service Excellence Strategic Plan

Term of Council Service Excellence Strategic Plan 2018-2022

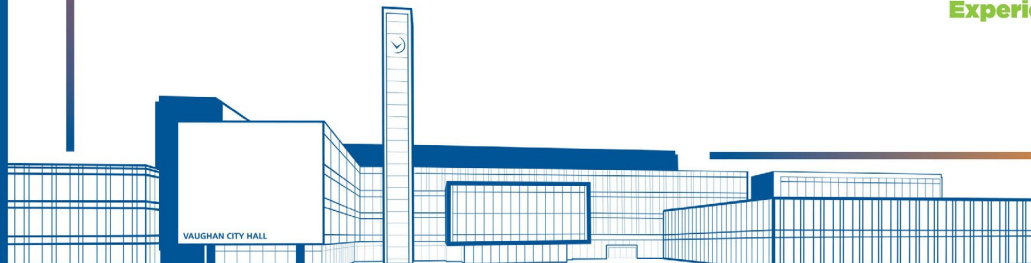
Mission
Citizens first
through Service
Excellence.

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.

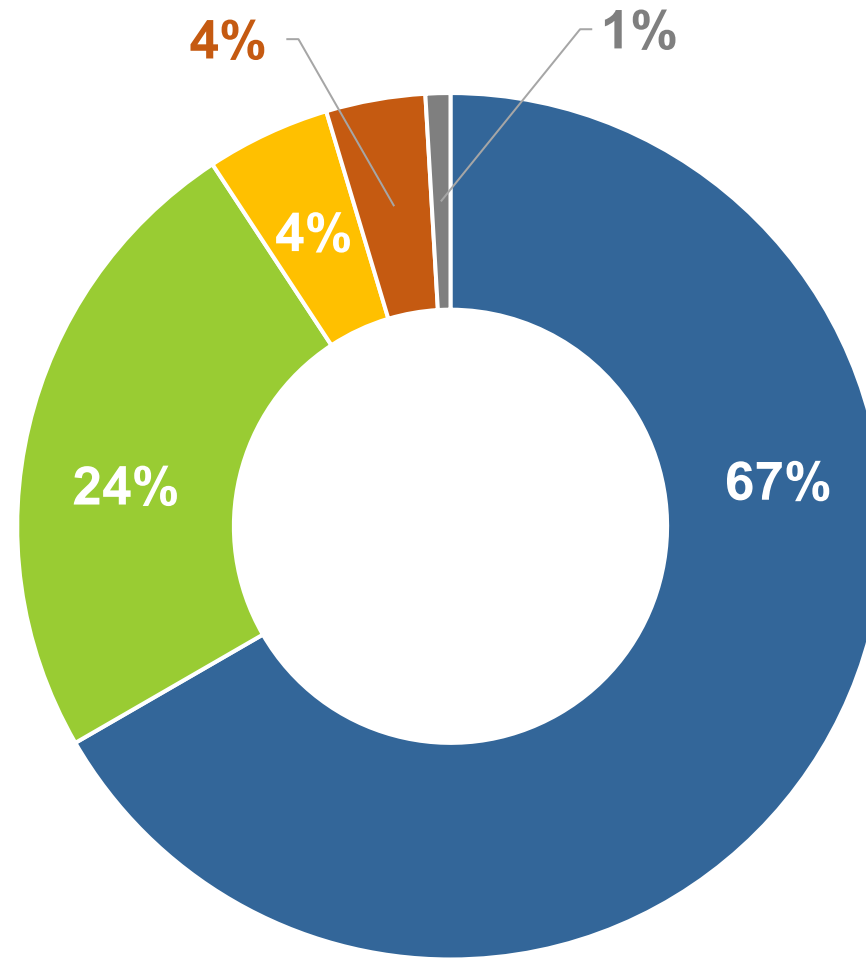
Values
Respect
Accountability
Dedication

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.



Year 4 Key Results



108 Key Activities



Key Results – Transportation & Mobility

- MoveSmart Mobility Management Strategy
- Kirby Road widening, Jane St to Dufferin St (EA)
- Huntington Road widening - Design
- Kirby Road extension, Dufferin St to Bathurst St - Design
- Kirby Road, Dufferin St to Bathurst St (EA)
- Bass Pro Mills Drive, Romina Dr to Jane St
- Bass Pro Mills Drive extension, Hwy 400 to Weston Rd (EA)
- Highway 427 extension - construction
- York Region BRT (Hwy 7, Centre St, Bathurst St)
- Langstaff Road (EA)
- Pedestrian and Cycling Master Plan Update
- Clark Avenue Active Transportation Facility
- Vaughan Transportation Plan
- Mobility On-Request Pilot
- Implementation of GO expansion
- Yonge Subway extension - Design
- Teston Road missing link (EA)
- Major Mackenzie Dr centre turn lane widening
- Advance the Vaughan Super Trail Initiative
- Canada Drive & America Avenue Bridge
- Huntington Road ramp extension
- University of Toronto Internet of Things initiatives
- Major Mackenzie Dr widening adjacent to hospital



Key Results – City Building

- Facilitate completion and opening of the Cortellucci Vaughan Hospital
- Complete Vaughan Healthcare Precinct Feasibility Study
- Open a New Branch of VPL at the Cortellucci Vaughan Hospital
- Advance 900-acre vision for North Maple Regional Park
- Develop the VMC as a Complete Community
 - Construction of Central Park Phase 1
 - Further Development of Edgeley Park - Design
- Undertake the Growth Management Strategy (Vaughan Vision 2051)
- Complete the Official Plan Review
- Work with York Region to increase availability & 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



Key Results – Environmental Stewardship

- Complete the review of Green Directions Vaughan
- Deliver an Asset Management Plan for the City's Urban Forest
- Promote energy efficiency in the business sector in partnership with key stakeholders
- Aim to meet new energy efficiency targets in City facilities & promote green building for new developments
- Tree Maintenance Plan

- Home energy renovation initiative to reduce GHC emissions from residential dwellings



Key Results – Active, Safe & Diverse Communities

- Develop & implement a City-Wide Events Intake Process
- Open a new Library & Recreation space at VMC
- Undertake design of the new community centre, library & park in the Carrville area
- Create and Develop the Great Walks of Vaughan Program
- Seek Council approval on Age-friendly Community Action Plan
- Advance development of an inclusive citizen engagement framework
- Move forward with Inclusion Charter Action Plan
- Provide a comprehensive fire protection program through public education and fire code enforcement
- Fire Station 7-11 Land acquisition
- Fire Station 7-12 Site selection
- Open Fire Station 7-4
- 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
- Revitalization of Garnet A. William Community Centre
- Develop creative and cultural amenities and nurture community engagement
- Increase public art awareness and develop community public art place-making
- Implement strategies to support sustainable fire protection and emergency services
- Fire Station 7-12 Design
- Develop and implement a Corporate Security Plan
- Fire Station 7-2 feasibility study



Key Results – Economic Prosperity, Investment & Social Capital

- Advance Smart City and technology led economic development opportunities
- Trade Mission to Israel
- Attract a post-secondary institution to Vaughan
- Invest in the Tourism and Accommodation Industry
- Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks
- 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
- Develop Vaughan as an entrepreneurial, small-business, and innovation hub
- Promote Vaughan’s economic advantages, strategic projects, market opportunities and local businesses in target global centres (International Business Development)
- Promote the development of Vaughan’s Industrial Sectors and Business Parks
- Increase Vaughan’s Brand Recognition as the place to be (to Think, Start-Up, and Visit)
- 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
- 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



Key Results – Good Governance

- Conduct Ward Boundary Review
- Explore Voting Technology
- Establish an Enterprise Project and Change Management Office
- Establish an Audit Committee
- Execute the Internal Audit Risk Plan
- Develop a Long-range Fiscal Plan and Forecast
- Continue to refine Fiscal Framework policies to support financial sustainability
- Complete the Strategic Asset Management Policy and Asset Management Plan for core assets
- Generate alternative revenue sources through city-wide partnership, advertising, and grants
- Implement an Enterprise Content Management System
- Develop an Enterprise Risk Management (ERM) program



Key Results – Citizen Experience

- Conduct the Citizen Satisfaction Survey
- Implement the Customer Relationship Management (CRM) System
- Implement Digital Strategy Initiatives
- Implement the new vaughan.ca website
- Develop a framework to assess service delivery and define service levels to meet citizen expectations
- Implement an Open Data Program



Key Results – Operational Performance

- Develop Data Management & Data Analytics Framework
- Establish Corporate Performance Measurement (CPM) program
- Deliver Development Application and Approval Process (DAAP) modernization – Development Planning Portal
- Conduct the Public Works Service Level Review
- Implement Innovation Framework (Ideas@Work)
- Develop contract management framework
- Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement
- Implement the Finance Modernization project
- Deliver Counter Service Transformation



Key Results – Staff Engagement

- Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)
- Develop a Workplace Wellness Program
- Establish Alternative Work Arrangements (AWA) policy and procedures
- Continue the delivery of the Learning and Organizational Development Program
- Develop a Senior Leadership Team Governance Model
- Develop and Implement a Succession Planning Framework
- Develop a Mentorship Program
- Talent Management System Phase 2 implementation – Learning module
- Implement the Workforce Management System (Time and Attendance Program)
- Talent Management System Phase 3 implementation – Performance Management module for all staff

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2018-2022 Term of Council
Service Excellence Strategic Plan
THANK YOU