

Attachment 1

2022-2026 TERM OF COUNCIL

Service Excellence

Strategic Plan

City of Vaughan

Year One

Progress Report



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Message from the Mayor

The City of Vaughan’s 2022-2026 Term of Council Service Excellence Strategic Plan reflects our shared commitment to putting residents first, and we are pleased to deliver a Year One Progress Report that shows meaningful advancement.

We’re moving forward with the Action Plan to Fight Traffic Gridlock, strengthening our city’s infrastructure, facilitating new housing development, supporting a greener, more sustainable future and so much more.

The City will continue working collaboratively with all levels of government, community partners and residents to ensure we’re focused on advancing with purpose, guided by our Strategic Plan. We will work to accelerate Vaughan’s momentum and continue to build a community where everyone can thrive.



Signature
Steven Del Duca
 Mayor of Vaughan

Message from the City Manager

The City of Vaughan remains committed to providing efficient service delivery and maintaining a high quality of life. The 2022-2026 Term of Council Service Excellence Strategic Plan is a road map to delivering on that commitment and achieving Vaughan’s long-term vision. The plan outlines the priorities that matter most to our residents and businesses to continue our city-building journey.

In 2023, staff made significant progress on key projects. The successes highlighted in the following pages are a direct result of their hard work and dedication.

On behalf of the entire Senior Leadership Team – Executive, I want to thank staff for their ongoing commitment to Service Excellence. I also want to thank Members of Council for their continued support and direction.



Signature
Nick Spensieri
 City Manager

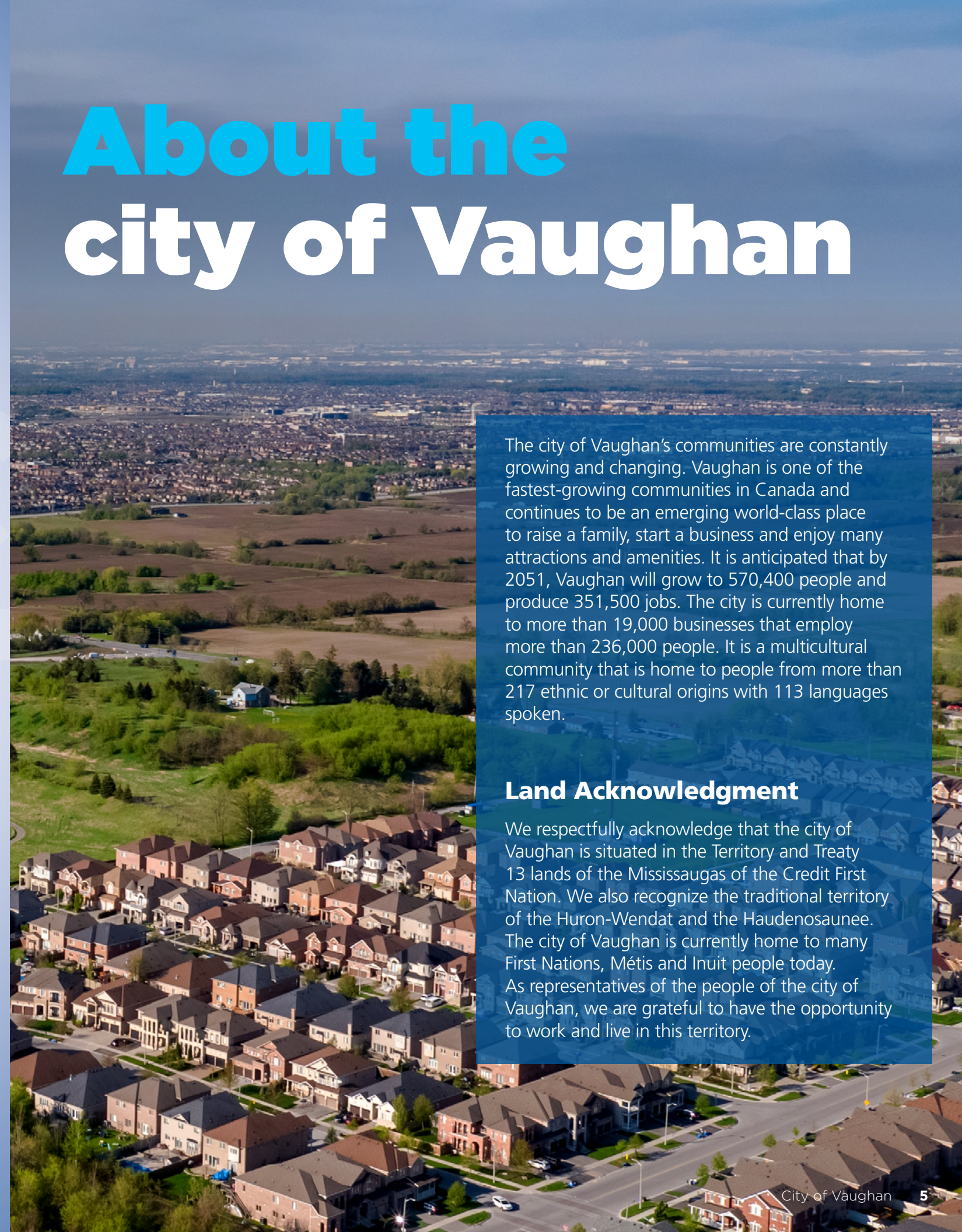
About the city of Vaughan



The city of Vaughan's communities are constantly growing and changing. Vaughan is one of the fastest-growing communities in Canada and continues to be an emerging world-class place to raise a family, start a business and enjoy many attractions and amenities. It is anticipated that by 2051, Vaughan will grow to 570,400 people and produce 351,500 jobs. The city is currently home to more than 19,000 businesses that employ more than 236,000 people. It is a multicultural community that is home to people from more than 217 ethnic or cultural origins with 113 languages spoken.

Land Acknowledgment

We respectfully acknowledge that the city of Vaughan is situated in the Territory and Treaty 13 lands of the Mississaugas of the Credit First Nation. We also recognize the traditional territory of the Huron-Wendat and the Haudenosaunee. The city of Vaughan is currently home to many First Nations, Métis and Inuit people today. As representatives of the people of the city of Vaughan, we are grateful to have the opportunity to work and live in this territory.



About the Plan

The 2022-2026 Term of Council Service Excellence Strategic Plan serves as a map to guide the City through the next four years.

The Plan was shaped by:

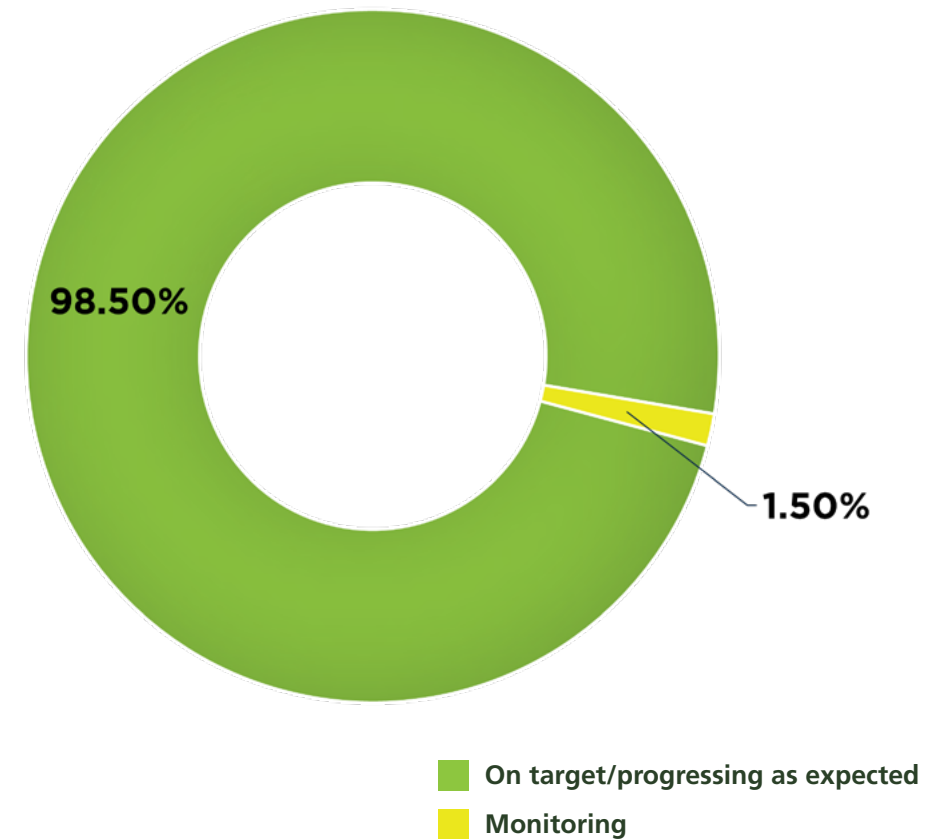
- the City's vision, mission and values.
- the 2022 Citizen and Business Survey results.
- the priorities identified by the Mayor and Members of Council.
- departmental business plans, annual budget and financial plans.

Highlights from 2023

This report highlights the key results achieved for year one of the 2022-2026 Term of Council Service Excellence Strategic Plan.

The plan includes seven priority areas, 21 objectives and 68 key activities. Of the 68 key activities, 98.5 per cent – or 67 – are progressing as expected. The one outstanding key activity is being monitored.

2022-2026 TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN KEY ACTIVITIES





Transportation and Mobility

Goal statement

Improve the reliability and safety of Vaughan's road network and infrastructure.

Objectives

1 Improve Vaughan's road/street network

KEY ACTIVITIES

- ◆ Advance City road network connectivity
- ◆ Support regional road initiatives and projects
- + Advance road safety and MoveSmart Strategy
- * Advocate for new regional and provincial road initiatives

2 Advocate for improved public transit

KEY ACTIVITIES

- ◆ Advance first/last mile transportation connections to transit
- ◆ Support regional transit initiatives and projects
- + Advocate for new regional and provincial transit initiatives

3 Improve active and emerging modes of transportation

KEY ACTIVITIES

- ◆ Advance active transportation facilities for all ages and abilities
- ◆ Promote sustainable modes of transportation
- + Advance emerging and new forms of transportation
- * Advocate for new regional and provincial active forms of transportation



Year One Results

- ◆ Completed an update to the **2023 Vaughan Transportation Plan**, establishing baseline transportation conditions to 2051, based on key growth areas in the city.
- ◆ Awarded design-build contracts for the **Kirby Road Extension** and **Canada Drive-America Avenue Bridge** projects.
- ◆ Initiated the **Yonge-Steeles Corridor Collector Roads Environmental Assessment Study**.
- ◆ Completed a **Keele Street culvert replacement**, north of Langstaff Road.
- + Implemented **traffic calming measures** in five pilot neighbourhoods, informing the updated Neighbourhood Traffic Committee Policy and Procedures.
- + Approved the **Automated Speed Enforcement** program implementation plan and **Community Safety Zones Policy**.
- * Advocated with York Region and Metrolinx to advance new road initiatives, including the **Teston Road Missing Link** project from Dufferin Street to Keele Street, and incorporating Highway 7 widening in the Queen Street/Highway 7 Bus Rapid Transit project.
- ◆ Completed the **Rutherford and Maple Mobility On-Request Service Pilot Project**. In response, York Region Transit is continuing the service permanently.
- + Continued support of the **Yonge North Subway Extension** project, including upgrades at Finch Station and release of the request for proposal for the Advance Tunnel contract.
- ◆ Completed the **Bartley Smith Greenway Trail Feasibility Study** and initiated the construction of the Bartley Smith Greenway Langstaff Park underpass in support of advancing active transportation infrastructure.
- ◆ Amended three by-laws to permit and regulate the use of **micromobility** devices in Vaughan.
- + Proceeded with the **Transportation Innovation Program** to advance new and emerging modes of transportation.

◆ ◆ ◆ + *

Type and colour of each bullet represent the associated key objective and activity (see page 8) for each result.



City Building

Goal statement

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

Objectives

1 Grow Vaughan as a complete community with a focus on quality of life

KEY ACTIVITIES

- ◆ Build and revitalize community facilities, amenities and greenspaces
- ◆ Develop the Vaughan Metropolitan Centre
- + Attract non-residential space (employment growth space availability)

2 Engage in long-term planning and policy development to meet the city's housing needs

KEY ACTIVITIES

- ◆ Complete the City's Official Plan Review and supported studies
- ◆ Complete secondary plans and block plans to promote transit-friendly and walkable communities
- + Ensure the efficient and effective development applications review process
- * Work with York Region to increase available and affordable housing choices
- Co-ordinate development of Yonge-Steeles corridor

3 Continue to invest in making Vaughan a Smart City

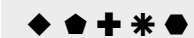
KEY ACTIVITIES

- ◆ Advance infrastructure and governance to enable smart technology
- ◆ Encourage adoption of Smart City technology by residents, businesses and stakeholders
- + Develop partnerships to advance Smart City initiatives within the city



Year One Results

- ◆ Advanced construction at Carrville Community Centre, Library and District Park.
- ◆ Completed concept design and feasibility review of the National Soccer Training Centre at North Maple Regional Park.
- ◆ Initiated construction of the primary off-leash dog park at Mackenzie Valley Park.
- ◆ Installed the NovelBranch book vending machine at Father E. Bulfon Community Centre, offering a unique and accessible way to continue enjoying literary resources while the Woodbridge Library closes for renovations.
- ◆ Launched the Vaughan Metropolitan Centre (VMC) Wayfinding Signage Pilot Program to ensure the area is easy to navigate.
- ◆ Opened the Central Park/VMC SmartCentres Urban Park, increasing green space in the downtown core.
- + Constructed and approved 77,770 square metres of new VMC office space, representing 6,976 jobs.
- + Passed a by-law to improve the internal application review process related to Bill 109.
- ◆ Awarded Zero Emission Vehicle Infrastructure Program funding from the federal government to expand electric vehicle charging infrastructure at City facilities.
- + Launched the Transportation Innovation Program to advance smart mobility innovations.
- + Launched a partnership with the City of Markham to deliver an Ontario Vehicle Innovation Network (OVIN) Demonstration Zone to support smart mobility technologies and solutions.



Type and colour of each bullet represent the associated key objective and activity (see page 10) for each result.



Environmental Sustainability

Goal statement

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

Objectives

1 Advance stewardship of green infrastructure

KEY ACTIVITIES

- ◆ Develop a strategy that guides the comprehensive planning of Vaughan’s greenspace network
- ◆ Develop an urban forestry management plan
- + Deliver on the Beautification Strategy, aimed at enhancing greenspaces to promote community positivity and pride

2 Support community and corporate sustainability initiatives

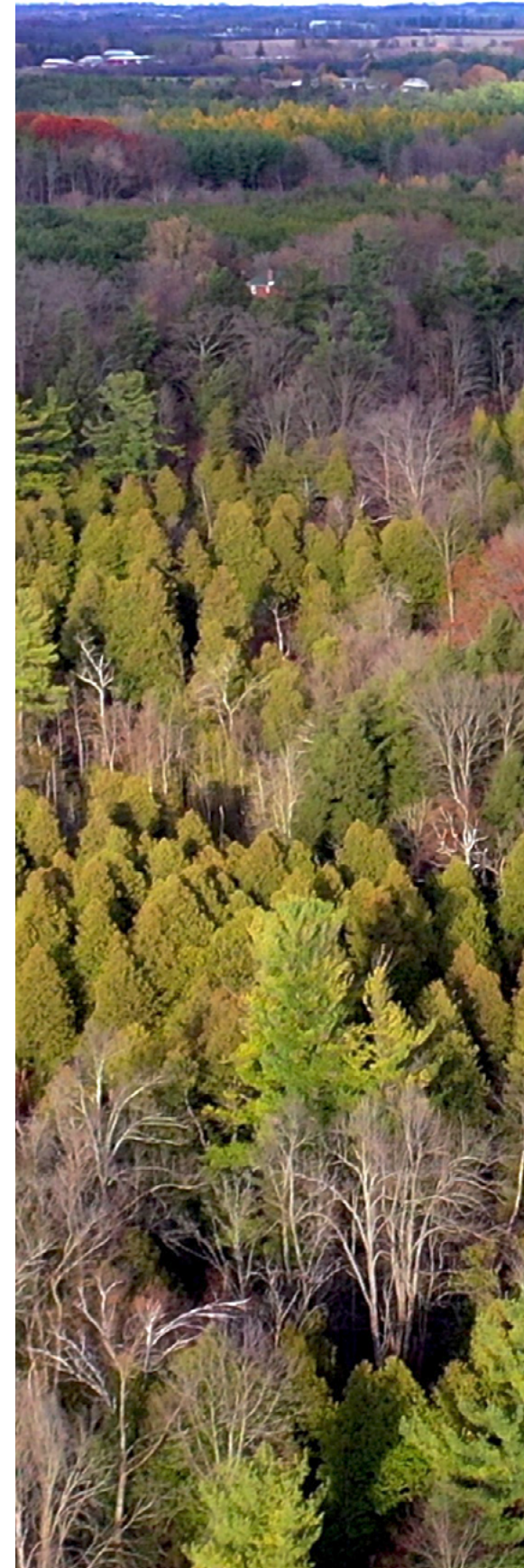
KEY ACTIVITIES

- ◆ Increase engagement on environmentally focused programming
- ◆ Encourage a sustainable lifestyle for the community
- + Meet new energy efficiency and sustainability targets in City facilities
- * Promote green building for City buildings, facilities and assets

3 Invest in climate change mitigation and resilience

KEY ACTIVITIES

- ◆ Continue to build awareness of the climate challenges and supporting initiatives
- ◆ Advance the Municipal Energy Plan
- + Develop a Green Fleet Strategy



Year One Results

- ◆ Completed Phase 1 of community engagement to initiate the **Greenspace Strategic Plan**.
- ◆ Established framework for the **Urban Forest Management Plan** and **Woodland Management Strategy** to guide sustainable management of Vaughan’s urban forest.
- ◆ Strengthened community engagement with first **community-led food forest**.
- ◆ Improved efficiency of **garbage collection** on boulevards and sidewalks using Madvac garbage collection units.
- + Created floral displays and planted **four community gardens**.
- ◆ Refreshed the **“What Goes Where?”** campaign to support residents in making informed choices about proper and environmentally friendly waste disposal decisions.
- ◆ Completed a new **pollinator garden** in Doctors McLean District Park.
- ◆ Offered 10 sponsorship gardens and six sponsorship planters as part of the **Grow with Vaughan** program.
- ◆ Launched Vaughan’s **Environmental Pledge** program.
- * Verified the **Carrville Community Centre as net-zero carbon** by the Canada Green Building Council.



Type and colour of each bullet represent the associated key objective and activity (see page 12) for each result.



Active, Engaged and Inclusive Communities

Goal statement

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

Objectives

1 Develop the city as a diverse, equity-based and inclusive community

KEY ACTIVITIES

- ◆ Develop Vaughan as an age-friendly community
- ◆ Develop and implement measures toward social justice for equity-deserving groups
- + Advance community engagement by embedding an equity lens into existing engagement processes

2 Ensure ongoing commitment to Indigenous relations and reconciliation

KEY ACTIVITIES

- ◆ Support the development and implementation of an Indigenous Engagement and Relationship Guide
- ◆ Develop a Memorandum of Understanding (MOU) with Mississaugas of the Credit First Nation
- + Engage with First Nations, Métis and Inuit communities with regard to the Truth and Reconciliation Commission Calls to Action

3 Build Vaughan as an active, engaged, creative and culturally vibrant community

KEY ACTIVITIES

- ◆ Develop creative and cultural amenities and nurture community engagement
- ◆ Increase public art awareness and develop community public art place-making
- + Advance inclusive citizen engagement initiatives
- * Continue to provide diverse and inclusive recreation programs, services and events



Year One Results

- ◆ Established the **Age-Friendly Vaughan Advisory Committee** to consult on initiatives throughout the City and ensure they incorporate age-friendly needs.
- ◆ Launched Vaughan Public Libraries' new programs serving the **unique needs of older adults**, including the "Aging Well," "Creative Aging" and "Kitchen Traditions" programs.
- ◆ Completed and ratified the **2023-2027 Multi-Year Accessibility Plan**, reinforcing the City's goal to become a completely accessible municipality.
- ◆ Completed community consultation and drafted the **Addressing Anti-Black Racism Action Plan**.
- ◆ Hired an **Indigenous Relations Specialist** to support the **MOU with Mississaugas of the Credit First Nation**, furthering the relationship between Indigenous communities and the City.
- + Unveiled two **"Every Child Matters"** crosswalks at the Civic Centre Resource Library as part of the Truth and Reconciliation Commission Calls to Action.
- ◆ Received Council approval of the **ARTonBOXES** implementation strategy fostering creative expression, community engagement and beautified city streetscapes. The strategy will see nearly 100 new installations across Vaughan.
- + Completed the **2022/2023 Project SEARCH** program providing vocational experience to eight student interns with developmental or intellectual disabilities.
- * Opened the revitalized **Garnet A. Williams Community Centre**, with the pool re-opening in 2024.

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Type and colour of each bullet represent the associated key objective and activity (see page 14) for each result.



Community Safety and Well-being

Goal statement

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

Objectives

1 Enhance community safety in collaboration with regional/provincial/federal partners

KEY ACTIVITIES

- ◆ Identify and support key community safety initiatives
- ◆ Provide public education and awareness
- + Work collaboratively with the community and across all levels of government in support of community safety
- * Develop and implement a Corporate Security Plan

2 Continue to provide comprehensive fire protection and emergency services

KEY ACTIVITIES

- ◆ Continue to provide comprehensive fire protection, education and prevention programs
- ◆ Plan for future fire station demands as the city continues to grow
- + Continue to support the emergency services program and build readiness and resiliency for future events

3 Continue to implement the By-law Strategy

KEY ACTIVITIES

- ◆ Establish the framework and project plan for the Vaughan Municipal Code in collaboration with Office of the City Clerk
- ◆ Progress development of the Parking Strategy



Year One Results

- ◆ Collaborated with key stakeholders, community groups and all levels of government to ensure Vaughan remains a safe place to live, work and visit.
- ◆ Launched a pilot project to help fight auto theft by distributing key fob protective bags to residents as a measure to assist with deterring criminals.
- ◆ Supported public education and awareness, including a York Regional Police Break and Enter Awareness Presentation, community safety sessions, road safety initiatives, Active School Travel program and #SlowDownVaughan campaign.
- ◆ Enhanced community safety by implementing Community Safety Zones and other MoveSmart initiatives.
- ◆ Approved the Coyote Response and Coexistence Strategy with a goal of reducing human-coyote conflicts while prioritizing human safety.
- ◆ Increased enforcement of the Noise By-law and partnerships with York Regional Police to address nuisance gatherings.
- ◆ Participated in a multi-agency response to activities that risk public safety. This includes illegal car rallies and illegal agricultural land use.
- + Established an Inter-Governmental Relationship Sub-Committee to facilitate dialogue with municipal, provincial and federal partners, addressing policy issues crucial to the well-being of our community.
- + Enhanced customer service with the implementation of an online permit intake process.
- + Advocated for safety of Vaughan's neighbourhoods and residents, raising awareness of concerns related to land use surrounding industries that store large volumes of hazardous materials and land development occurring near major critical infrastructure corridors.
- ◆ Delivered 257 fire prevention public education sessions and 1,199 fire safety inspections.
- ◆ Initiated 20 by-law reviews, consolidating 15 into a modernized format.

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Type and colour of each bullet represent the associated key objective and activity (see page 16) for each result.



Economic Prosperity and Job Creation

Goal statement

Ignite economic prosperity and advance Vaughan as an entrepreneurial city.

Objectives

1 Empower the local business community to grow in Vaughan

KEY ACTIVITIES

- ◆ Help businesses build resilience and seize new growth opportunities
- ◆ Advance thought and community leadership through knowledge broker activities
- ✦ Strengthen business, labour, regional and international networks

2 Promote Vaughan's economy as transformative, ambitious and purpose-driven

KEY ACTIVITIES

- ◆ Promote Vaughan's main streets, employment centres, industrial parks and corridors
- ◆ Build international relations with gateway economies
- ✦ Empower Council and our community leaders to champion local economic development

3 Undertake strategic initiatives to bolster the local economy and future investment

KEY ACTIVITIES

- ◆ Develop Vaughan as a Centre of Excellence for entrepreneurship, innovation and purpose-driven business
- ◆ Advance emerging opportunities in the health and healthcare industry, creative industries and destination development
- ✦ Generate value-added partnerships that demonstrate Vaughan's leadership and enhance services to the community



Year One Results

- ◆ Partnered with York Region Transit to introduce **express transit service** from the Highway 407 GO Bus Terminal to and from the Nashville and Sonoma Heights communities and the **Vaughan Enterprise Zone**.
- ◆ Delivered **Small Business Enterprise Centre services**, including 1,018 small business consultations, 84 seminars presented to 1,608 participants, the resolution of 8,066 small business inquiries and the distribution of \$198,000 in provincial grant funding to 44 small businesses.
- ◆ Completed **53 business advisory corporate calls** to medium and large employers, helping more than 60 companies understand the opportunities of investing in Vaughan.
- ◆ Co-hosted **15 networking opportunities** for more than 3,000 participants in partnership with the Vaughan Chamber of Commerce.
- ✦ Hosted 22 mayors and more than 80 industry stakeholders for the Fall 2023 **Ontario Auto Mayors Caucus** meeting, collaborating with 31 municipalities to advance the automotive industry.
- ◆ Advanced tourism in Vaughan by supporting 157 **community events**, activations and festivals, including 10 business conferences, four sports tournaments and four familiarization tours.
- ◆ Launched a dedicated **LinkedIn channel for Vaughan Economic Development** and an **Instagram channel for Tourism Vaughan**.
- ◆ Secured **investment** in Vaughan through the opening of a 141,000 square foot omnichannel fulfillment warehouse by Legacy Supply Chain.
- ◆ Completed **three mission trips** to build international economic relations and engaged nearly 100 companies interested in **trade and investment** in Vaughan.
- ✦ Published **renewed key sector and opportunity area profile toolkits** on vaughanbusiness.ca for stakeholders and leadership to share as needed with businesses expanding in Vaughan.
- ◆ Finalized a letter of intent with **York University** to secure a future healthcare research and education facility at the **Vaughan Healthcare Centre Precinct** that will shape the healthcare practices and workforce of the future.
- ◆ Opened the **ventureLAB Hardware Catalyst Initiative Lab** at Vaughan-based Sterling Industries to incubate and scale medical device companies in Vaughan with a \$2 million provincial grant.
- ✦ Co-ordinated the City's grant application process securing **non-tax revenue** of more than \$70 million to deliver City infrastructure, programs and services; advanced new sources of non-tax revenues by renegotiating the digital sign agreement under the Digital Billboard project; and drafted the Incoming Sponsorship and Donation Policy.



Type and colour of each bullet represent the associated key objective and activity (see page 18) for each result.



Service Excellence and Accountability

Goal statement

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

Objectives

1 Committed to citizen Service Excellence as an innovative, data-driven service organization

KEY ACTIVITIES

- ◆ Transform service delivery across the organization by undertaking continuous improvement service reviews for all portfolios and departments
- ◆ Establish IT governance and operating model
- ◆ Implement the Finance Modernization Program

2 Ensure continued financial sustainability and an effective and efficient administration

KEY ACTIVITIES

- ◆ Execute the Internal Audit Risk Plan
- ◆ Develop a mature long-range fiscal plan and framework
- ◆ Implement Electronic Content Management (ECM) to support records governance and compliance

3 Ensure Vaughan is an inclusive and equity-based employer of choice

KEY ACTIVITIES

- ◆ Implement an equitable employment action plan
- ◆ Evolve Vaughan's Human Resources Plan to meet future needs and encourage a positive corporate culture



Year One Results

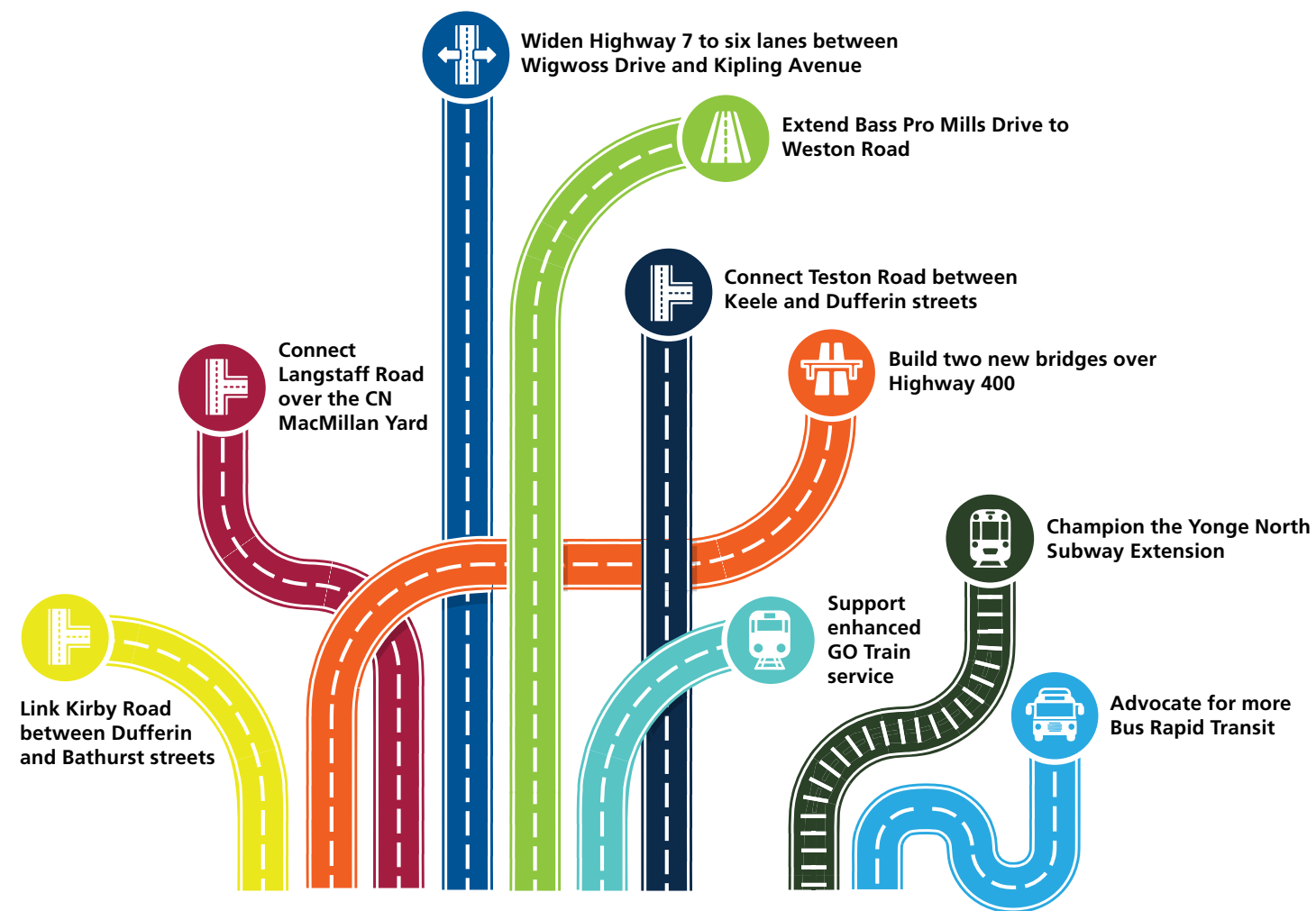
- ◆ Deployed the Qlik Sense Mobile business intelligence tool to more than 900 City devices to increase ease of access to information for decision-making.
- ◆ Revised the Corporate Procurement Policy and established a new IT Procurement Plan for standardization of certain IT products.
- ◆ Introduced an IT Operating Model in support of Digital Literacy Assessment plan.
- ◆ Implemented JD Edwards Time and Labour, Capital Fixed Assets and Work Orders, improving operational effectiveness and efficiencies.
- ◆ Developed a risk-based Audit Plan and initiated 10 internal audits.
- ◆ Reviewed and updated four fiscal framework policies to support financial sustainability.
- ◆ Completed annual review of assets to update Asset Management Plans.
- ◆ Initiated an Information Architecture pilot in preparation for launching the ECM implementation program.
- ◆ Enhanced collection of data for analysis, planning and decision-making for Human Resources program and policies, informing the new Wellness@Vaughan strategy and responding to the employee engagement survey.
- ◆ Celebrated the first cohort graduating from the City's Emerging Leaders leadership development program.

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Type and colour of each bullet represent the associated key objective and activity (see page 20) for each result.

Action Plan to Fight Traffic Gridlock

Traffic and traffic-related concerns were ranked top-of-mind by residents and businesses as the critical issues facing the community in the City's 2022 Citizen and Business Surveys. Building upon the priorities of the 2022-2026 Term of Council Service Excellence Strategic Plan, Council approved the Action Plan to Fight Traffic Gridlock.



Year One Strategic Plan Results

Widen Highway 7 to six lanes between Wigwoss Drive and Kipling Avenue

- Advocated with Metrolinx to incorporate Highway 7 widening as part of the Queen Street/Highway 7 Bus Rapid Transit project.

Link Kirby Road between Dufferin and Bathurst streets

- Awarded the design-build contract to Kapp Infrastructure Inc.

Connect Teston Road between Keele and Dufferin streets

- Advocated with York Region to include the Teston Road Missing Link project in the Region's 10-year Capital Program.

Build two new bridges over Highway 400

- Advanced planning work for the Colossus Drive overpass in preparation for releasing the Terms of Reference for the environmental assessment in 2024.
- Awarded the design-build contract to Ellis Don Civil Ltd. for the Canada Drive–America Avenue bridge over Highway 400.

Extend Bass Pro Mills Drive to Weston Road

- Completed a revised preliminary design for Bass Pro Mills Drive extension from Highway 400 to Weston Road.

Champion the Yonge North Subway Extension

- Initiated the Yonge-Steeles Corridor Collector Roads Environmental Assessment Study.
- Continued to protect the City's interest for planning, design and construction of the Yonge North Subway Extension, including the completion of upgrades at Finch Station and release of the request for proposal for the Advance Tunnel contract.

Connect Langstaff Road over the CN MacMillan Yard and upgrade the interchange at Langstaff Road and Highway 400

- Continued to advocate for regional and provincial transportation initiatives.

Support enhanced GO Train service

- Supported York Region Transit to introduce express transit service from the Highway 407 GO Terminal to and from the Nashville and Sonoma Heights communities and the Vaughan Enterprise Zone.
- Metrolinx completed a positive business case assessment for a Concord GO Station.

Advocate for more Bus Rapid Transit

- Supported the preliminary design exercise for the Bus Rapid Transit lanes on Steeles Avenue, near Yonge Street.

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