

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 22, 2024

Item 2, Report No. 13, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on April 22, 2024.

2. 2022-2026 STRATEGIC PLAN YEAR ONE PROGRESS REPORT

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the report of the City Manager, dated April 10, 2024, be approved; and**
- 2) That the presentation by Kelly Sutton, Manager, Strategic Planning and Corporate Performance Measures, and the Senior Management Team Executive, and Communication C2, presentation material, be received.**

Recommendation

- 1. That the 2022-2026 Term of Council Service Excellence Strategic Plan Year One Progress Report, as outlined in Attachment 1, be received.**

Committee of the Whole (Working Session) Report

DATE: Wednesday, April 10, 2024

WARD(S): ALL

TITLE: 2022-2026 STRATEGIC PLAN YEAR ONE PROGRESS REPORT

FROM:

Nick Spensieri, City Manager

ACTION: FOR INFORMATION

Purpose

To provide a progress update of the 2022-2026 Term of Council Service Excellence Strategic Plan and highlight key achievements from January to December 2023.

Report Highlights

- Council approved the 2022-2026 Term of Council Service Excellence Strategic Plan on March 21, 2023.
- The 2022-2026 Strategic Plan includes seven priority areas that are divided into 21 objectives articulating the strategic direction for this Term of Council.
- This Year One Progress Report provides a summary of progress made on 68 key activities that support achieving the Strategic Plan's objectives and advancing Council's priorities.

Recommendation

1. That the 2022-2026 Term of Council Service Excellence Strategic Plan Year One Progress Report, as outlined in Attachment 1, be received.

Background

The 2022-2026 Term of Council Service Excellence Strategic Plan was presented to Committee of the Whole (Working Session) on March 1, 2023. A joint presentation with staff and consultants from Strategy Corp. Inc. outlined the process for developing the 2022-2026 Strategic Plan and the key inputs and themes contributing to the development of strategic priorities and objectives.

On March 21, 2023, City Council approved the 2022-2026 Strategic Plan. The approved 2024 Budget and 2025-2026 Financial Plan reflect the objectives and key activities of the Strategic Plan.



The City's mission, vision, and values guide the 2022-2026 Strategic Plan. The Strategic Plan focuses on seven themes reflective of Council priorities, as shown in Figure 1. The seven themes are: transportation and mobility, city building, environmental sustainability, active, engaged and inclusive communities, community safety and well-being, economic prosperity and job creation, and service excellence and accountability.

Each priority breaks down into defining goal statements and objectives articulating the desired outcomes. Goal statements enable the City to cascade objectives into focused activities and measurable performance results down to individual performance goals.

It is important that the strategic planning process is operationalized and aligned with the goals of the operating departments delivering services to the public. Further, aligning the strategic planning process and the annual budget process ensures that resources are allocated in achievement of the strategic goals and help facilitate annual work plans. Regular monitoring ensures progress and relevance of the Strategic Plan, while transparent reporting fosters accountability. Importantly, the Strategic Plan becomes a “living” document that is meaningful to decision makers. The annual Progress Report (attachment 1) communicates to Council and the public the successes achieved to date in meeting the Strategic Plan goals and objectives.

Previous Reports/Authority

[Update on the Development of the 2022-2026 Strategic Plan](#)

[Presentation to CW \(WS\) May 4, 2022](#)

[Report to Council March 1, 2023](#)

[Presentation to CW \(WS\) March 1, 2023](#)

[2022-2026 Term of Council Service Excellence Strategic Plan](#)

Analysis and Options

The City launched the 2022-2026 Term of Council Service Excellence Strategic Plan in 2023. The seven strategic priorities divide into 21 objectives articulating Council’s strategic direction. The strategic objectives cascade into 68 overarching key activities, informing focused operational and individual performance goals.

In 2023, of the 68 key activities, 67 are progressing as anticipated; due to project adjustments, one key activity is currently being monitored. Attachment 1 expands on the seven priorities, 21 objectives, and 68 key activities for the Year One report. Highlights for each priority are outlined below.

Transportation and Mobility:

In April 2023, Council emphasized its commitment to transportation and mobility as a strategic priority, approving the Action Plan to Fight Traffic Gridlock. The Action Plan aligns with the three objectives of the transportation and mobility strategic priority: 1) Improving Vaughan’s road and street network, 2) Advocating for improved public transit, and 3) Improving active and emerging modes of transportation. Attachment 2 summarizes progress highlights for strategic plan key activities linked to the Action Plan to Fight Traffic Gridlock.

The 2023 Vaughan Transportation Plan (VTP) was completed and approved by

Council. The VTP establishes baseline transportation conditions for today and to 2051, based on key growth areas in the city. The VTP meets the objectives of the 2022-2026 Strategic Plan transportation and mobility priority, including critical projects outlined in the Action Plan to Fight Traffic Gridlock. Key transportation related projects have made major strides to advance infrastructure by working effectively with partners at York Region, Ontario's Ministry of Transportation, Metrolinx and national railway carriers to advocate for enhanced transit and GO service and to advance new road initiatives, including: the Teston Road Missing Link from Dufferin Street to Keele Street, and the widening of Highway 7 as part of the Queen Street/Highway 7 Bus Rapid Transit project. Other projects achieving key milestones include awarding design-build contracts for the Kirby Road Extension and the Canada Drive–America Avenue Bridge projects; and initiating construction of the Bartley Smith Greenway Langstaff Park pedestrian underpass supporting the advancement of active transportation infrastructure in Vaughan.

Significant efforts were made to help improve the flow of traffic around the city in 2023, including the support of Metrolinx and York Region Transit (YRT) with the Rutherford and Maple Mobility On-Request Service pilot. In response to the pilot's success, YRT is continuing the Mobility On-Request service permanently. Council's support for additional modes of transportation is reflected in the amendment of City by-laws permitting and regulating the use of power-assisted micro-mobility devices for getting around the city. Work on the Vaughan Super Trail initiative continues with completion of the Bartley Smith Greenway Trail Feasibility Study between McNaughton Road and Rutherford Road. More than 130 kilometers of all ages and abilities active transportation infrastructure projects advanced in 2023. In addition, the City launched MoveSmart, committing to improving road safety with the implementation of traffic calming measures in five pilot neighborhoods, informing the updated Neighborhood Traffic Committee Policy and Procedures.

City Building:

The City continues its commitment to achieving the Province's housing pledge and meeting the provincially mandated target of 42,000 new homes by 2031. In 2023, 3,242 building permits were issued and 6,135 additional residential units were under construction. The City is committed to improving the internal planning application review process, passing a new by-law, responding to changes to the Planning Act.

Construction continues to advance for the Carrville Community Centre, Library and District Park and it is anticipated to be substantially complete in 2024. The concept design and feasibility review of the National Soccer Training Center at North Maple Regional Park were completed in 2023 and construction was initiated for the primary

off-leash dog park at Mackenzie Valley Park, which is anticipated to be complete in 2024. A NovelBranch book vending machine was installed at Father E. Bulfon Community Centre, ensuring the continued enjoyment of literary resources while the Woodbridge Library is closed for renovations.

City building at the Vaughan Metropolitan Centre (VMC) continues with the Wayfinding Signage Pilot Program to ensure easy navigation. The Central Park/VMC SmartCentres Urban Park opened, increasing green space in Vaughan's downtown core.

The Ontario Vehicle Innovation Network (OVIN) launched the new Demonstration Zone in partnership with the City of Vaughan and the City of Markham and with support of the Ontario government. The project provides real-world environments to pilot and demonstrate innovative automotive and mobility solutions.

Environmental Sustainability:

Establishing a framework for the Urban Forest Management Plan and Woodland Management Strategy in 2023 will guide the sustainable management of Vaughan's urban forest and management of City-owned woodlands. The City's first community-led food forest demonstrates commitment to strengthening community engagement and sustainability initiatives. The City's partnership program with local businesses, Grow with Vaughan offered 10 sponsorship gardens and six sponsorship planters throughout the city providing local businesses opportunities to build brand awareness while also contributing to quality of life and beautification of neighborhoods. The new pollinator garden in Doctors McLean District Park is another commitment to the City's environmental sustainability efforts. Vaughan's Environmental Pledge program launched to encourage citizens to get involved and commit to actions supporting sustainable lifestyles. City staff improved the efficiency of garbage collection using Madvac garbage collection units on boulevards and sidewalks in the city. The Canada Green Building Council verified the design of the Carville Community Centre as net-zero carbon, setting the standard for future green buildings in Vaughan.

Active, Engaged and Inclusive Communities:

The new and improved Garnet A. Williams Community Centre officially re-opened in late 2023 following extensive renovations that began in May 2021. The Age-Friendly Vaughan Advisory Committee was established to consult on City initiatives that address issues concerning older adults and the promotion of healthy seniors in Vaughan. Vaughan Public Libraries (VPL) launched new age-friendly programs including the "Aging Well" and "Creative Aging" programs, as well as "Kitchen Traditions." Council ratified the 2023–2027 Multi-Year Accessibility Plan, reinforcing the City's goal to become a completely accessible community ensuring people of all

abilities can enjoy equal access to city resources and opportunities. Two 'Every Child Matters' crosswalks were unveiled at the Civic Centre Resource Library as a symbol of remembrance and the City's commitment to reconciliation. Council approved the 10-year ARTonBOXES implementation strategy to foster creative expression, community engagement, and beautified city streetscapes by transforming traffic signal boxes through art. In June, the City unveiled the Group of Seven REMIXED pilot project, profiling original work by Vaughan secondary school visual art specialty students at prominent locations in all five wards across the city.

Community Safety and Well-being:

In response to community concerns, the City launched a program to leverage key fob protective bags as one tool residents can use to help fight auto thefts in the community. In 2023, 5,298 key fob protective bags were given to Vaughan residents between August and December. To reduce interactions between residents and wildlife, the City launched the Coyote Response and Coexistence Strategy, undertaking an educational outreach strategy to residents to mitigate dangerous encounters with Coyotes while also prioritizing human safety.

The City participated in a multi-agency response to activities that pose a risk to public safety in Vaughan, such as illegal car rallies and illegal agricultural land use. The City continues to advocate for the safety of Vaughan's communities and citizens and bring awareness to the concerns related to land use surrounding industries that store large volumes of hazardous materials and land development occurring near critical infrastructure corridors.

Vaughan Fire and Rescue Service continued its commitment to fire prevention and delivered 257 fire prevention public education sessions and delivered 1,199 fire safety inspections.

Economic Prosperity and Job Creation:

The City's goal is to ignite economic prosperity and advance Vaughan as an entrepreneurial city. The City delivered the largest provincial Small Business Enterprise Centre in York Region, delivering 1,018 consultations, resolving 8,066 inquiries, and delivering 84 seminars to 1,608 participants in 2023. The City advanced strategic relationships within the automotive industry by joining and hosting the Fall 2023 Ontario Auto Mayors Caucus meeting, to collaborate and share the latest trends in the automotive industry. The Vaughan Economic Development LinkedIn showcase page and Tourism Vaughan Instagram page were launched to promote Vaughan's main streets, employment centres, industrial parks and corridors.

Through partnerships with Metrolinx and York Region Transit, express transit service was introduced for passengers travelling from the Highway 407 GO Terminal to and

from the Nashville and Sonoma Heights communities, and for passengers travelling to businesses in the Vaughan Enterprise Zone. Advancing the York University and Mackenzie Health acknowledgement agreement supports the development of the Vaughan Healthcare Centre Precinct and commitment to grow Vaughan as a centre of excellence. The City awarded \$198,000 in support grants to 44 small businesses to empower local business community growth across the city.

Service Excellence and Accountability:

Council approved the 2022-2026 Strategic Plan articulating the City's priorities for this Term of Council. To increase ease of access to information for data driven decision making, Qlik Sense Mobile, a business intelligence tool, was deployed to more than 900 City devices. A revised Corporate Procurement Policy and newly created IT Procurement Plan for standardization of certain IT products ensures effective use of resources in alignment with the City's strategic purchasing requirements. Implementing JD Edwards Time and Labour, Capital Fixed Assets and Work Orders in 2023 improves operational effectiveness and efficiencies. Nine employees graduated from the City's first Emerging Leaders program as part of the City's efforts to meet the future needs of the organization.

Financial Impact

Financial impacts associated with the first year of the 2022-2026 Term of Council Service Excellence Strategic Plan were included in the City's approved 2023 Budget and 2024-2026 Capital Plan. The approved 2024 Budget and 2025-2026 Capital Plan reflect financial impacts associated with ongoing Strategic Plan activities.

Operational Impact

The Year One Progress Report was developed in consultation with the Strategic Priority Oversight Teams, which includes representation from senior leaders and staff across departments, supporting the respective priority area.

Broader Regional Impacts/Considerations

The Regional Municipality of York is a key partner in several priority infrastructure projects identified in the 2022-2026 Term of Council Service Excellence Strategic Plan. City staff actively engage Region staff on priority planning and infrastructure projects where required.

Conclusion

The Year One Progress Report represents key accomplishments in 2023, the first year of the 2022-2026 Term of Council Service Excellence Strategic Plan. Senior leadership, through the Strategic Priority Oversight Teams, provided oversight and ensured effective management of progress of annual business plan objectives and key activities aligned with Council's priorities outlined in the Strategic Plan. In the first year, 68 key activities were identified in the Strategic Plan, of which 67 (98.5 percent) are progressing as anticipated. All key activities will continue to be tracked as we move into Year Two of the 2022-2026 Strategic Plan.

For more information, please contact Stefan Tzianetas, Director, Program Management Office, extension 8196.

Attachments

1. 2022-2026 Term of Council Service Excellence Strategic Plan Year One Progress Report
2. Action Plan to Fight Traffic Gridlock 2022-2026 Strategic Plan Year One Results

Prepared by

Kelly Sutton, Manager, Strategic Planning and Corporate Performance Measures, extension 8252

Dana Green, Project Manager, Strategy and Business Planning, extension 8518

Approved by

A handwritten signature in black ink, appearing to read 'Nick Spensieri', with a long horizontal line extending to the right.

Nick Spensieri, City Manager



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.



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.



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:

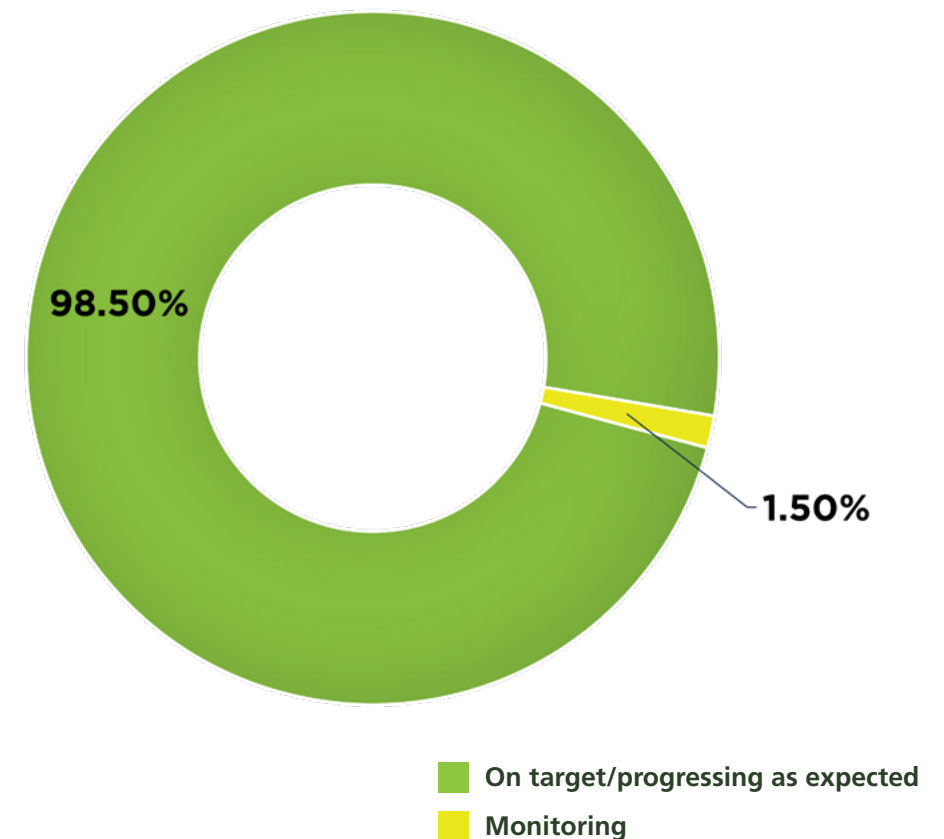
- the City's vision, mission and values.
- the 2022 Citizen and Business Survey results.
- the priorities identified by the Mayor and Members of Council.
- departmental business plans, annual budget and financial plans.

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

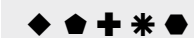
KEY ACTIVITIES

- ◆ 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

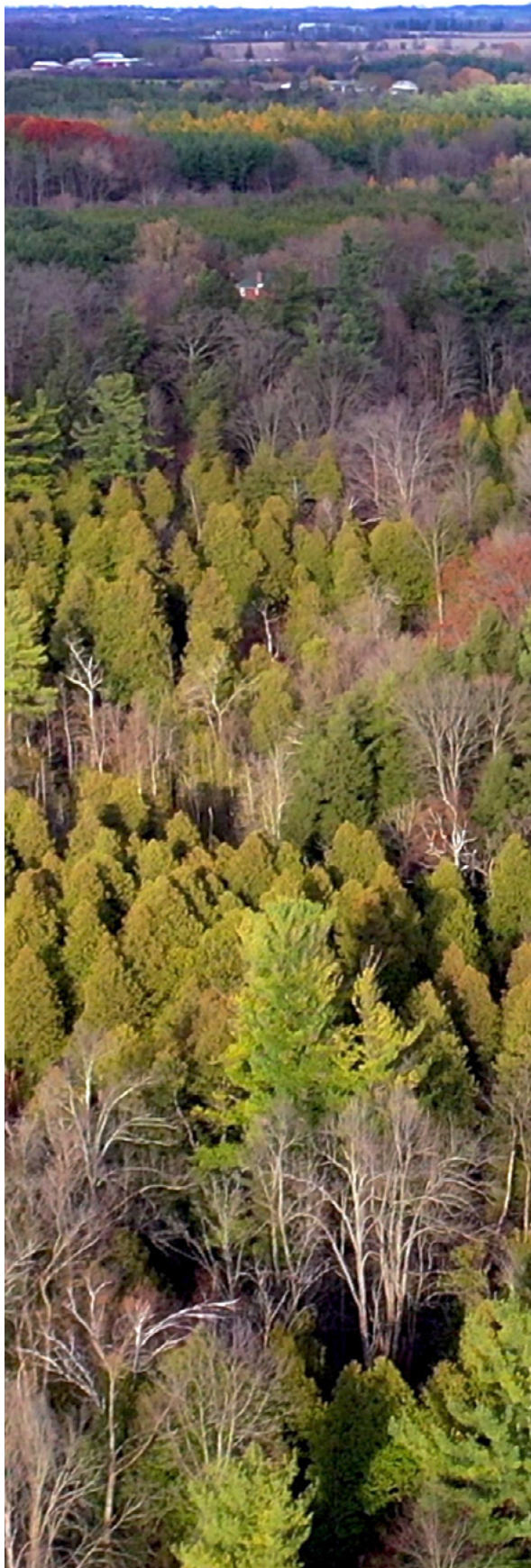
KEY ACTIVITIES

- ◆ 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.

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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**.

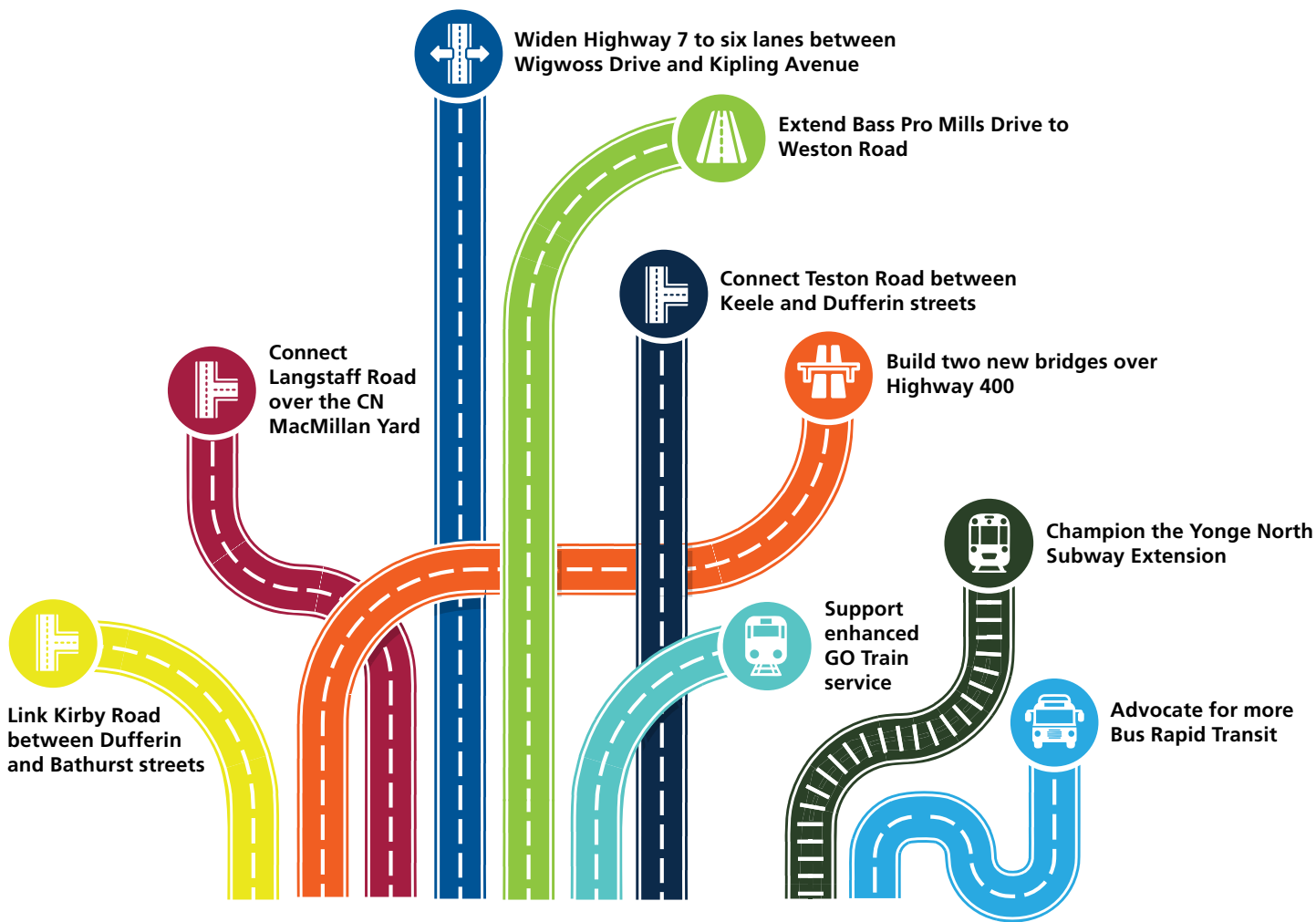


Type and colour of each bullet represent the associated key objective and activity (see page 20) for each result.



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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ACTION PLAN TO FIGHT TRAFFIC GRIDLOCK 2022-2026 STRATEGIC PLAN YEAR ONE RESULTS

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