

# YEAR 2

# KEY RESULTS

## 2018-2022 Term of Council

## Service Excellence Strategic Plan



# Moving Toward the Vision

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Each four-year term of Council Strategic Plan incrementally contributes toward the achievement of the Vaughan Vision.

**March 19, 2019 approval** of 2018-2022 Term of Council Service Excellence Strategic Plan

**Informed by:**

- City's Vision, Mission and Values
- 2018 Citizen Satisfaction Survey Results
- 2018 Business Sector Survey Results
- 2018 Employee Engagement Survey results
- Business plans from each portfolio, office and department
- 2019 Budget and 2020-2022 Financial Plan
- Priorities identified by the Mayor and Members of Council

# Strategic Planning Levels



# 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.

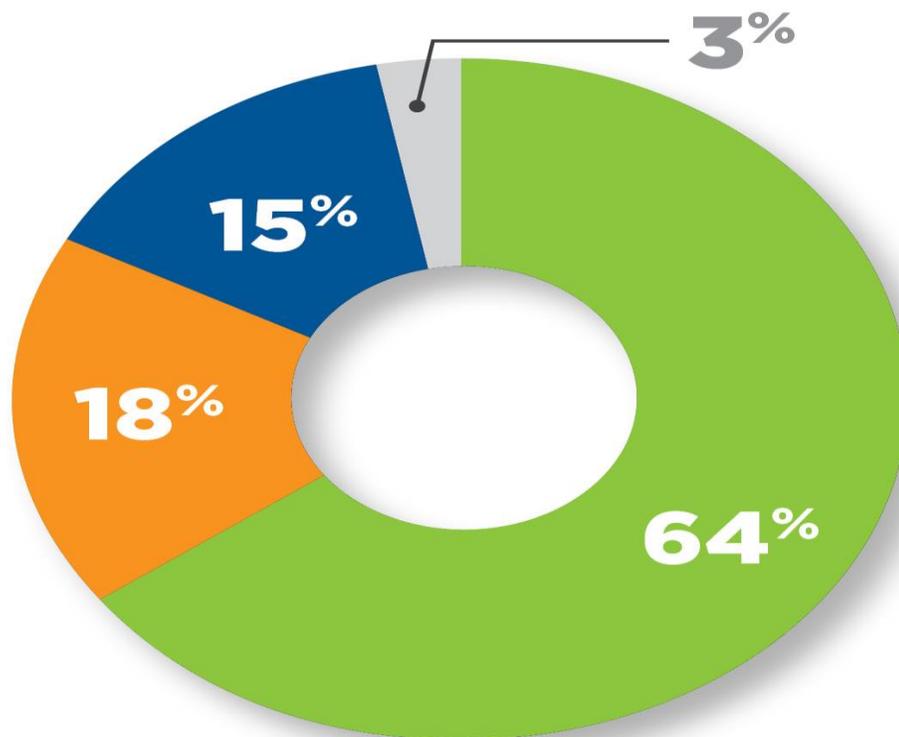
The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.



# 2020 Overall Progress

2018-2022 Term of Council Service  
Excellence Strategic Plan Key Activities  
(106 KEY ACTIVITIES)

- Proceeding as planned, 68 (64%)
- Monitoring progress, 19 (18%)
- Complete, 16 (15%)
- Not yet started/On hold, 3 (3%)



# Transportation and Mobility



## 2020 Key Results



**NEW BIKE PATH  
INSTALLED**  
along Clark Avenue

**Major  
Mackenzie -  
Hospital Precinct**  
road widening supported



**ADVANCED**  
the VAUGHAN  
TRANSPORTATION  
PLAN



**KIRBY ROAD**  
(DUFFERIN STREET TO BATHURST STREET)  
environmental assessment completed

**HUNTINGTON  
ROAD**  
widening design commenced

**MOU with Metrolinx:**  
NEW Maple GO Station  
vicinity City-Owned  
infrastructure



**DRAFTS  
COMPLETED:**

- Humber Trail Feasibility Study
- Vaughan Super Trail Program expansion

**Projects  
initiated** for  
TRAFFIC ALLEVIATION

# City Building



## 2020 Key Results

**150+**  
Capital  
Projects  
**ADVANCED**

**259** development applications  
valued at **more than**  
**\$10.6 million**  
(IN DEVELOPMENT FEES)  
**WERE RECEIVED**



**Cortellucci  
Vaughan Hospital**  
occupancy permit received



- **3,269** **NEW** residential units occupied
- **6,473** **NEW** citizens
- **32,382** total VMC residential units
- **64,116** total VMC citizen population

**928** residential units  
**APPROVED**  
by Committee of the Whole  
**INCLUDING:**

- **112** apartments
- **410** townhouses
- **404** single homes
- **2** semi-detached homes

MORE THAN  
**2,955**  
BUILDING PERMITS  
issued valued at  
**\$1.15**  
**BILLION**



**43,315**  
**BUILDING  
INSPECTIONS  
CONDUCTED**

# Environmental Stewardship



## 2020 Key Results



**ZERO**  
carbon  
emission  
retrofit for  
FIRE STATION 7-1



**22,000**  
streetlights  
converted to LED

**ClimateWise  
Business Network**  
energy use tracking in  
commercial/industrial  
sectors contract

**COMPLETE**

CITY OF VAUGHAN'S  
**URBAN ASSETS PROGRAM**  
DEVELOPMENT TENDER  
**AWARDED**



COUNCIL  
ENDORSEMENT  
RECEIVED:  
**Residential Energy  
Retrofit Program  
for homeowners**



**Temporary  
Bin Exchange  
Program**  
IMPLEMENTED

# Active, Safe & Diverse Communities



## 2020 Key Results



MORE THAN  
**730,000**  
borrowed items through  
**VPL Curbside  
Pick-up Program**

MORE THAN  
**5,000**  
**FOLLOWERS/SUBSCRIBERS**  
on **Recreation** social channels



TEMPORARY  
**OUTDOOR  
PATIO BY-LAW  
ENACTED**



BI-WEEKLY  
**COVID-19**  
**RESEARCH REPORTS**  
conducted by VPL

**EMERGENCY  
MEASURES  
BY-LAW  
ENACTED**

**EOC DATA  
ANALYTICS  
AND LESSONS  
learned team  
DEVELOPED**

MORE THAN  
**750**  
staff responses to  
**INTERNAL  
SURVEYS**



**5** NEW  
**VIRTUAL ART  
GALLERIES**  
launched with more than  
**1,260 views**

**Work commenced:**  
Garnet A. Williams  
Community Centre  
Revitalization Project

Carville Community  
Centre, Library and  
District Park Project

North Maple Regional  
Park Phase 2



MORE THAN  
**480**  
**EOC DATA REPORTS**  
informed evidenced  
based decisions

MORE THAN  
**300**  
**STAFF INTERVIEWS**  
captured pandemic  
lessons learned



MORE THAN  
**108,608**  
**ARTS AND CULTURE  
SOCIAL REACH**  
AND MORE THAN  
**1,870**  
**ENGAGEMENTS**

# Economic Prosperity, Investment and Social Capital



## 2020 Key Results

**LAUNCHED**  
Vaughan Business  
Action Plan and  
Vaughan Business  
Resilience Plan

  
Grow with  
**VAUGHAN  
SPONSORSHIP  
PROGRAM**  
MORE THAN  
**50** locations  
City-wide

**LAUNCHED NEW**  
Economic  
Development  
and Tourism  
microsites  
with **over**  
**58,000**  
**VIEWS**

LEVERAGED  
**EXPERTISE** from  
**Council-led**  
TASK FORCES:



- **Economic Prosperity**  
TASK FORCE
- **Smart City**  
TASK FORCE

MORE THAN  
**800**  
LOCAL BUSINESS  
ADVISORY CONSULTATIONS  
facilitated



**SMALL BUSINESS**  
RESILIENCE PROGRAM

- **100** workshops
- more than  
**1,300** attendees

# Good Governance

## 2020 Key Results

INTERNAL AUDIT  
WORKPLAN  
**COMPLETE**

**Ward  
Boundary  
Review  
INITIATED**

MORE THAN  
**50**  
ENTERPRISE PROJECT &  
CHANGE MANAGEMENT  
OFFICE TEMPLATES  
**created**

  
MORE THAN  
**108**  
STAFF  
trained on  
**PROJECT  
MANAGEMENT**

**RRR**  
**Ready, Resilient,  
Resourceful  
Committee  
CREATED**  
Provide key objectives  
and framework for the  
City's response and recovery  
during the pandemic

MORE THAN  
**81**   
electronic  
**COMMITTEE**  
and **COUNCIL**  
**MEETINGS**  
**FACILITATED**

**\$6.2**  
**MILLION**  
in **Federal**  
**Government's**  
**Safe Restart**  
**Agreement funding**  
**SECURED**

**FCA**  
of the City  
**COMPLETE**

**UPDATED  
POLICIES &  
FRAMEWORKS**

- City's Fiscal Framework
- Key Fiscal Policies
- Debt Policy
- Development Charge Interest Policy
- Development Charge Deferral and Policy
- Letter of Credit Policy

2022  
**MUNICIPAL  
ELECTION**  
voting technology  
review  
**COMPLETE**

# Citizen Experience



## 2020 Key Results

### 12 Digital Strategy achievements launched:

- permitting portal
- Municipal Water Back-flow Prevention Program
- audio/visual system upgrade in Council Chambers
- e-Paystubs and T4 Slips
- CRM Public Works communication tracking
- Service Request Portal for Environmental Services
- cloud migration of employee H drives to OneDrive
- Cyber Security Awareness Program
- Short-Term Rental License Applications
- e-Forms for IT Services and IT Service Catalogue
- media management solution
- transition City payroll services from Alectra

PUBLIC WORKS  
**Service  
Level  
Review**

**INITIATED**



MORE THAN  
**5 million**  
views on  
**vaughan.ca**

# Operational Experience



## 2020 Key Results

**Modernizing and transforming the City's COUNTER SERVICE DELIVERY COMMENCED**

Contract Management and Administrative Framework review

**INITIATED**



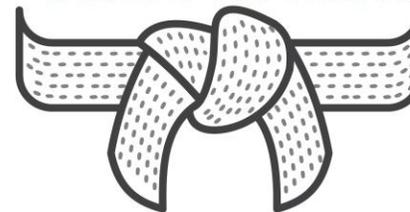
**VPL Contactless Checkout launched**

**59 staff** received their **GREEN BELT LEAN CERTIFICATION**



 MORE THAN **161** innovations and process improvements **IMPLEMENTED**

**63 staff** received **WHITE BELT LEAN CERTIFICATION**



NEW **24/7** online building permit portal **LAUNCHED**

# Staff Engagement



## 2020 Key Results



### Alternative Work Arrangements

POLICY AND PROCEDURES DEVELOPED

**Succession  
Planning  
Framework**  
**APPROVED** ✓



**Telework Resources  
and Support**  
provided to staff



**Corporate  
Wellness  
Strategy**

IMPROVEMENTS



**Virtual learning  
and development  
courses** introduced



**Thank You.**

