



2018-2022  
**Term of Council  
Service Excellence  
Strategic Plan**

**YEAR 2  
KEY RESULTS**



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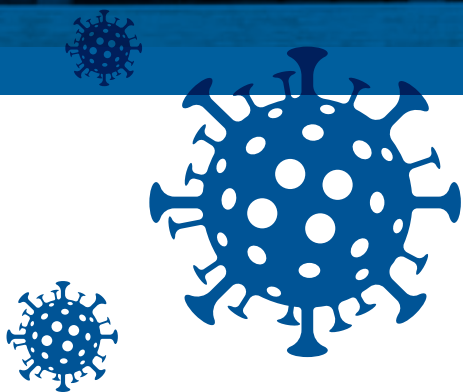




# 2018-2022 TERM OF COUNCIL Service Excellence Strategic Plan

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On March 11, 2020, the World Health Organization (WHO) declared COVID-19 as a pandemic. As part of the

In 2020 the pandemic crisis challenged the organization to adapt, evolve and leverage our core strengths. This has

## Monitoring the Strategic Plan during a Global Pandemic

***The following provides a status and progress report with highlights of Year 2 (December 2019 to December 2020) key results achieved relating to the City's key activities under each Strategic Priority objective statement.***

Strategic Plan governance model, our Strategic Priority Oversight Teams (SPOTs) continued to meet on a quarterly basis to closely monitor the evolving situation and the impact to the Strategic Plan. This has proven to be essential during the COVID-19 crisis and integral to our ability to track and assess any impacts to our strategic priorities. Throughout the pandemic, the City has ensured that quality services are delivered for families, businesses and all citizens.

resulted in creative responses within our strategic activities and has presented opportunities to innovate and improve/change processes to achieve our strategic key activities. City staff have embraced these opportunities; making the City stronger, more resilient, innovative and agile. We will continue to leverage new ways of doing business while still delivering on our strategic plan.



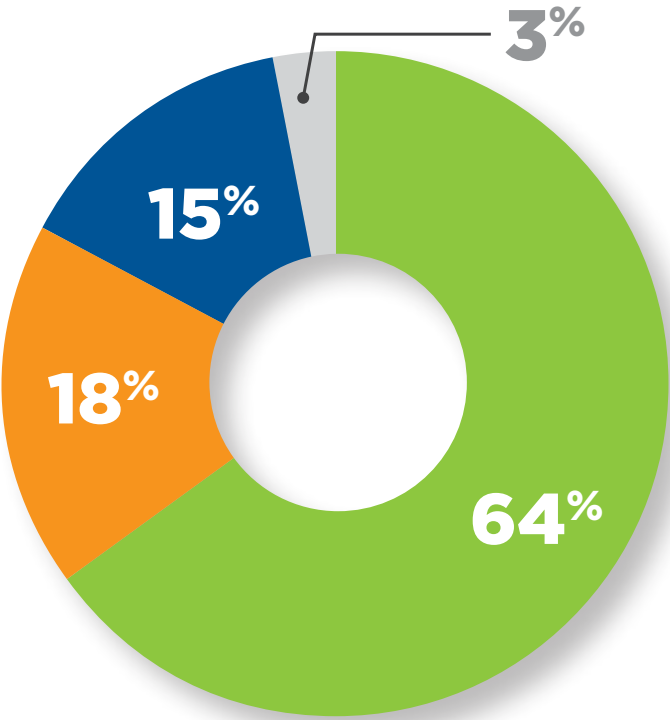
## HIGHLIGHTS

The City has effectively progressed the Strategic Plan in 2020. Out of 106 key activities, 16 have been completed, 68 are in progress, 19 are being monitored, three have not yet started or are on hold.

Where some key activities had to pivot given the challenges brought on by the pandemic, the City’s administration took a disciplined and evidence-based approach to modify, where required, or evolve to meet the changing needs of the organization, our citizens, our business sectors and our communities. The City has been ready, resilient and resourceful in its approach to carrying out the strategic plan during a global pandemic.

## 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%)







## Activities completed in 2019:

- Co-ordinate with other levels of government on the York Region Bus Rapid Transit (Highway 7, Centre Street, Bathurst Street)
- Complete the Pedestrian and Cycling Master Plan Update
- Complete the review of Green Directions Vaughan
- Attract a post-secondary institution to Vaughan
- Promote Vaughan's City Building Projects through Mayor and Members of Council attending the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce
- Establish Alternative Work Arrangements policy and procedures
- Create and develop the Great Walks of Vaughan Program
- Advance missing links at Bass Pro Mills from Romina Drive to Jane Street
- Develop a Senior Leadership Team Governance Model

## Activities completed in 2020:

- Kirby Road, from Dufferin Street to Bathurst Street Environmental Assessment (EA)
- Establish an Enterprise Project and Change Management Office
- Deliver Clark Avenue Active Transportation Facility (multimodal transportation, operational and road safety improvements)
- Land acquisition for Fire Station 7-11
- Opening of Fire Station 7-4
- Implement Phase 2 (all staff learning module) of the Talent Management System (Halogen) to all staff
- Facilitate the completion and opening of the new Cortellucci Vaughan Hospital

## Activities being monitored:

The following activities are currently being monitored as they have pivoted from their original project timelines due to project delays, stakeholder interdependencies and/or COVID-19 related impacts. However, these key activities are still expected to be completed in this term of Council:



### Transportation and Mobility

- Vaughan Transportation Plan
- Bass Pro Mills Drive, from Highway 400 to Weston EA
- Langstaff Road EA



### City Building

- Open new library at Cortellucci Vaughan Hospital
- Facilitate construction of Central Park (Phase 1)
- Undertake the City's Growth Management Strategy (Vaughan Vision 2051)
- Complete the City of Vaughan Official Plan Review



### Active, Safe and Diverse Communities

- 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

- Open new library and recreation space at the Vaughan Metropolitan Centre (VMC)



### **Economic Prosperity, Investment and Social Capital**

- Generate alternative revenue sources through city-wide sponsorship, advertising and grants
- Increase Vaughan's brand recognition as the place to be (to think, start up, invest and visit)
- Invest in the Tourism and Accommodation Industry
- 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

- 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



### **Service Excellence**

- Define the Citizen Experience (service level expectations) for each business function and align service costs with service value/benefits
- Conduct the 2020 Citizen Satisfaction Survey
- Review the development application and approval process (DAAP)

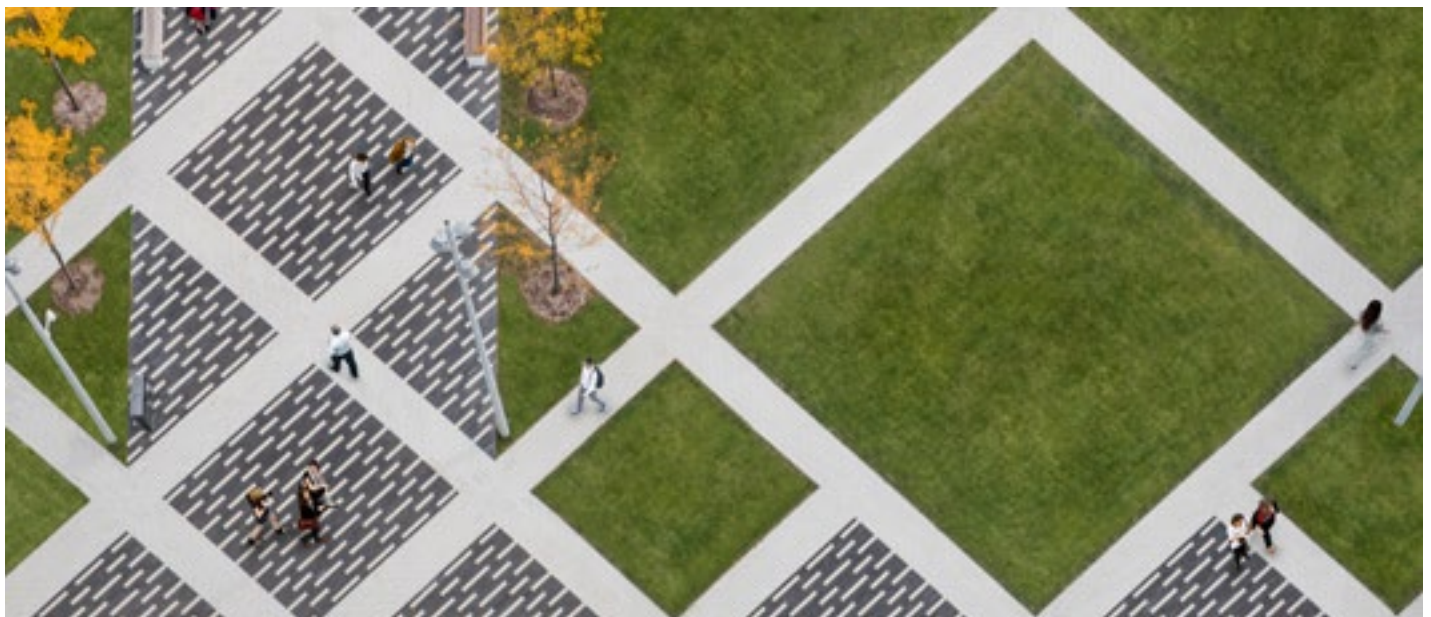


**MORE THAN**  
**5 million**  
**views on**  
**vaughan.ca**

- Conduct the Public Works Service Level Review
- Implement Phase 3 (full performance management module for all staff) of Talent Management System (Halogen)

### **Activities on hold/ not yet started:**

- Implement an Open Data Program (not yet started)
- Conduct the feasibility study of Fire Station 7-2 (on hold)
- Develop an Enterprise Risk Management Program (on hold)







# Overview of Key Activities



## Transportation and Mobility

Several projects have been initiated in 2020 to alleviate traffic throughout Vaughan. These include the Bass Pro Mills Environmental Assessment from Weston Road to Highway 400; a new bike path along Clark Avenue; the Huntingdon Road widening from Langstaff Road to Nashville Road; the Kirby Road extension from Dufferin Street to Bathurst Street; the Kirby Road Widening Environmental Assessment from Jane Street to Dufferin Street; the Teston Road Environmental Assessment west of Pine Valley Drive to Kleinburg Summit Way; and the Vaughan Transportation Plan.



## City Building

The global COVID-19 pandemic has not slowed city-building in Vaughan. Development activity in the VMC has already exceeded residential targets for 2031; the City has managed and advanced more than 150 active capital projects and the construction of the new Cortellucci Vaughan Hospital met the building code requirements for occupancy and an occupancy permit was issued in 2020 and opened in February 2021.





## **Environmental Stewardship**

The City has been converting streetlights to Light-Emitting Diode (LED) technology which will result in significant energy and cost savings; zero carbon emission retrofit has begun for Fire Station 7-1 and we have received Council endorsement to seek the financing to capitalize a residential energy retrofit program for Vaughan homeowners.



## **Active, Safe, and Diverse Communities**

Projects in 2020 included the undertaking of the Garnet A. Williams Community Centre Revitalization Project; the Carrville Community Centre, Library and District Park Project; and Phase 2 of North Maple Regional Park. Recreation's programs and Vaughan Public Library have pivoted in their service delivery to online programs and curbside pickup for library books. The fire education and inspection program has adapted to meet community needs during the pandemic through the implementation of a virtual fire inspection program for vulnerable occupancies and recorded and released a series of short videos for Fire Prevention Week. The City has also managed the COVID-19 emergency through the introduction of regulatory policies, including the City's COVID-19 Emergency Measures By-law and the Temporary Outdoor Patio By-law, and continued to educate and achieve compliance with provincial orders and public health directives.



## **Economic Prosperity, Investment and Social Capital**

In addition to progressing existing key activities, the City has responded to the global pandemic with programming, education, and regulatory measures through the Vaughan Business Action Plan and the Vaughan Business Resilience Plan.

A variety of resources and relief programs continue to be successfully utilized by businesses throughout the community, including frontline services via telephone, teleconference or online. While the global pandemic persists, the City of Vaughan continues to take action to help local businesses recover from the unintended consequences of the virus.



## **Good Governance**

Launched first round of public engagement for the Ward Boundary Review; Council approved the 2021 Budget and 2022 financial plan and the Mayor introduced a Member's Resolution to establish a Ready, Resilient, Resourceful (RRR) committee which was unanimously endorsed by Council. The mandate of this new committee has been to report on issues related to the City's ongoing response efforts to the global COVID-19 pandemic. The RRR committee developed a roadmap for success which provides the key objectives and framework for the City's response, mitigation, and recovery related to the COVID-19 emergency.



## **Service Excellence**

An additional five service types were added to the customer relationship management system to increase services for citizens including solid waste, blue box collection, green bin collection, garbage collection and yard waste collection. A new digital permitting portal was launched, enabling citizens and building industry professionals to apply, track and pay for permits online. The City implemented more than 160 process innovations and improvements as a result of COVID-19 to ensure the continued delivery of public services. Through Alternative Work Arrangements, the work of our corporation continues without disruption. Currently, more than 50 per cent of City employees continue to work from home.


# TRANSPORTATION AND MOBILITY

## STRATEGIC GOAL STATEMENT:

To be a fully-connected and integrated community, the City will undertake initiatives to improve the municipal road network, support the development of transit and increase cycling and pedestrian infrastructure.



 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started








STATUS	KEY ACTIVITY	COMMENTS
	Transportation and Infrastructure Task Force	On Target/In Progress

## OBJECTIVE: Improve Local Road Network

STATUS	KEY ACTIVITY	COMMENTS
<b>Develop transportation management strategy</b>		
	Vaughan Transportation Plan	<b>Monitoring:</b> Delay in receiving York Region population and employment forecasts. Anticipating targets from the Region in Q1 2021.
	Traffic Management Strategy	On Target/In Progress
<b>Advance capital road improvements</b>		
	Kirby Road widening, Jane Street to Dufferin Street (EA)	On Target/In Progress
	Huntington Road widening	<b>On Target/In Progress:</b> Huntington Road widening detailed design commenced in 2020.
<b>Advance missing links</b>		
	Kirby Road extension, Dufferin Street to Bathurst Street (design)	On Target/In Progress
	Kirby Road, from Dufferin Street to Bathurst Street (EA) (newly added 2020 key activity)	Completed
	Bass Pro Mills Drive from Romina Drive to Jane Street	Completed
	Bass Pro Mills Drive from Highway 400 to Weston Road (EA)	<b>Monitoring:</b> Deferred/delayed field work; Environmental Agency approval received for the revised study workplan; ongoing communication with stakeholders.
	Canada Drive and America Avenue Bridge (formerly North Maple Community Bridge)	On Target/In Progress
	Huntington Road ramp extension	On Target/In Progress
<b>Introduce innovative technologies</b>		
	Mobility Pilot around GO Transit Stations	On Target/In Progress
	University of Toronto Internet of Things (IOT) initiatives	On Target/In Progress



## OBJECTIVE: Support Regional Transportation Initiatives

STATUS	KEY ACTIVITY	COMMENTS
<b>Proactively co-ordinate with other levels of governments to support:</b>		
	Implementation of GO expansion	<b>On Target/In Progress:</b> Memorandum of Understanding with Metrolinx for new City-owned infrastructure in the vicinity of Maple Go Station.
	Greater Toronto Area (GTA) West multimodal transportation corridor EA study	<b>On Target/In Progress:</b> The Ministry of Transportation (MTO) identified preferred alignment and commenced preliminary design. Worked with York Region and MTO towards a preferred route that maintains the City's interest and reduces impacts.
	Highway 427 Extension (construction)	<b>On Target/In Progress</b>
	Yonge Subway Extension (design)	<b>On Target/In Progress</b>
	York Region Bus Rapid Transit (Highway 7, Centre Street, Bathurst Street)	<b>Completed</b>
	Langstaff Road EA	<b>Monitoring:</b> Since the second open house in November 2018, the project team has been consulting with technical agencies and property owners about the study process, technical investigations, findings and potential benefits and impacts. The project team is working closely with MTO and CN to address the complex planning and design challenges at Highway 400 and the CN MacMillan Yard, respectively. The Langstaff Road EA is anticipated to be filed for public review in early 2021.
	Teston Road missing link (EA)	<b>On Target/In Progress</b>
	Major Mackenzie Drive widening adjacent to hospital	<b>On Target/In Progress:</b> The first set of improvements will take place on Major Mackenzie Drive from Highway 400 to Jane Street. Work is scheduled from October 2020 to late 2022.



✓ Completed
 ● On Target/In Progress
 ▲ Monitoring
 ● Not Yet Started

## OBJECTIVE: Advance Active Transportation

STATUS	KEY ACTIVITY	COMMENTS
✓	Complete the Pedestrian and Cycling Master Plan Update	Completed
●	Advance the Vaughan Super Trail initiative	<b>On Target/In Progress:</b> Within the Vaughan Super Trail Program, the 7-kilometre Humber Trail Feasibility draft study was completed connecting to City of Toronto from Steeles Avenue to the Boyd Conservation Area Trail. Public consultation is underway.
✓	Deliver Clark Avenue Active Transportation Facility (multimodal transportation, operational and road safety improvements)	<b>Completed:</b> Clark Avenue dedicated cycling path was completed and opened in December 2020. This helps to create easier and more efficient ways for people to bike, walk and drive through the community.



An aerial photograph of a cityscape. In the foreground, there is a large construction site with a tall yellow crane and various construction materials. In the background, several tall, modern skyscrapers with glass facades rise above the city. The image has a green tint.

# CITY BUILDING



## STRATEGIC GOAL STATEMENT:

To build a world-class city, the City will continue its planning and development in support of key city-wide developments and initiatives that encompass good urban design and public spaces that foster community well-being.








 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
	Hospital Precinct Task Force	Not Yet Started
	Affordable Housing and Growth Task Force	Not Yet Started

## OBJECTIVE: Develop the Mackenzie Vaughan Hospital Precinct

STATUS	KEY ACTIVITY	COMMENTS
	Facilitate the completion and opening of the new Cortellucci Vaughan Hospital	<b>Completed:</b> On June 26, 2020 the construction of the hospital met the building code requirements for occupancy and an occupancy permit was issued.
	Complete the Vaughan Healthcare Precinct Feasibility Study	<b>On Target/In Progress:</b> Worked with York University, Mackenzie Health and ventureLAB to advance healthcare opportunities in Vaughan.  Opportunities Assessment report for the Feasibility Study on economic development opportunities in the Vaughan Healthcare Centre Precinct has been substantially completed and is being reviewed by project stakeholders. Targeted study completion: Q1 2021.
	Open new library at the Cortellucci Vaughan Hospital	<b>Monitoring:</b> Due to COVID-19 restrictions, the opening of the new VPL library is anticipated to take place late Q3 2021. VPL continues to update plans for operating the new facility considering the provincial restrictions








✓ Completed
● On Target/In Progress
▲ Monitoring
● Not Yet Started

## OBJECTIVE: Develop the Vaughan Metropolitan Centre (VMC)

STATUS	KEY ACTIVITY	COMMENTS
▲	Facilitate construction of Central Park (Phase 1)	<b>Monitoring:</b> Ongoing discussions on the design and governance.
●	Further development of Edgeley Park (Phase 1)	<b>On Target/In Progress</b>
●	Develop the VMC as a complete community	<p><b>On Target/In Progress:</b> Completed Phase 1 of the VMC parks and Wayfinding Master Plan.</p> <p>While considering all VMC applications, there are currently 32,382 residential units, representing a population of 64,116 residents at various stages of approval or construction. This achieves 270 per cent of the 2031 Secondary Plan residential unit target and 256 per cent of the population target.</p> <p>Installation and unveiling of the first temporary public art piece in the VMC, titled Metropolis in Motion in Q4 2020, and advancement of an request for proposal (RFP) for Phase 2 of the Feasibility Study for a Cultural Arts Centre in the VMC expected to be released for bid at the end of Q1 2021.</p>

## OBJECTIVE: Elevate Quality of Life Through City Planning

STATUS	KEY ACTIVITY	COMMENTS
	Undertake the City's Growth Management Strategy (Vaughan Vision 2051)	<b>Monitoring:</b> The City's growth management strategy is made up of several projects including the Official Plan review which has been delayed due to changes in Provincial Policy, which resulted in delays to the Region's Municipal Comprehensive Review/ Official Plan Review.
	Complete the City of Vaughan Official Plan Review	<b>Monitoring:</b> Delays in the Region's Municipal Comprehensive Review has delayed the timelines from the original project plan. This project is expected to get back on track in 2021.
	Advance 900-acre vision for North Maple Regional Park	<b>On Target/In Progress:</b> Continued to advance development of North Maple Regional Park with 30 per cent design for Phase 2 completed by the Technical Advisor consultant team in December 2020.
	Work with York Region to increase availability and affordability of housing choices	<b>On Target/In Progress</b>
	Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas	<b>On Target/In Progress</b>

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

**INCLUDING:**

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

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

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





# ENVIRONMENTAL STEWARDSHIP

## STRATEGIC GOAL STATEMENT:

To protect the environment and foster a sustainable future, the City will act as a steward to preserve the natural environment by encompassing principles of environmental protection into our social and economic initiatives.

✓ Completed
● On Target/In Progress
▲ Monitoring
● Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Environmental Stewardship Task Force	Not Yet Started

## OBJECTIVE: Protect and Respect Our Environment

STATUS	KEY ACTIVITY	COMMENTS
✓	Complete the review of Green Directions Vaughan	<b>Completed:</b> The revised Green Directions Vaughan was approved by Council in December 2019. The plan moving ahead is to implement the actions with partner departments, although tracking of implementation has been delayed by COVID-19.

## OBJECTIVE: Proactive Environmental Management

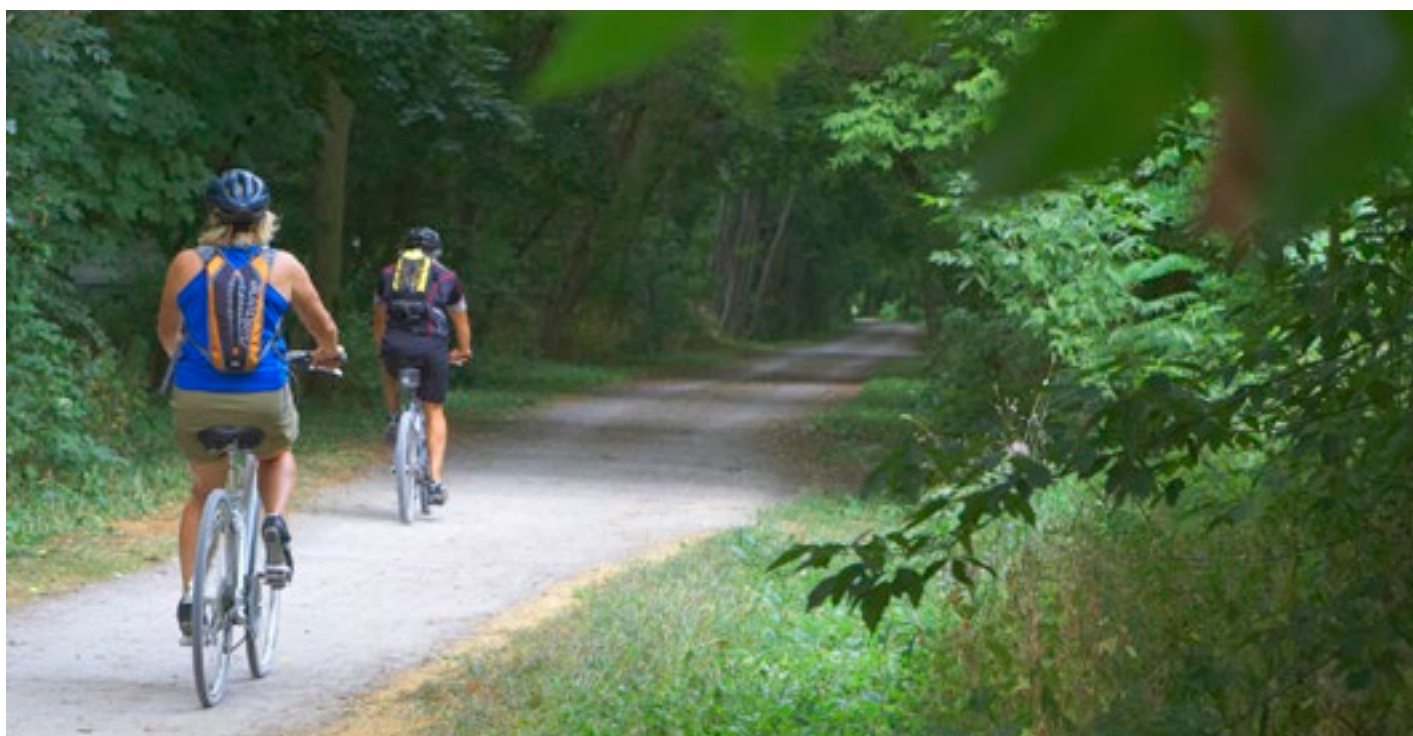
STATUS	KEY ACTIVITY	COMMENTS
●	Deliver an Asset Management Plan for the City's Urban Forests	<b>On Target/In Progress:</b> Awarded tender for the development of an Asset Management Plan for the City's Urban assets and program has commenced.





## OBJECTIVE: Build the Low Carbon Economy and a Resilient City

STATUS	KEY ACTIVITY	COMMENTS
●	Promote energy efficiency in the business sector in partnership with key stakeholders	On Target/In Progress
●	Aim to meet new energy efficiency targets in City facilities and promote green building for new developments	<p><b>On Target/In Progress:</b> Contract completed by ClimateWise Business Network and report submitted on outreach to owners of commercial floor space. This will assist the City to track progress in commercial/industrial sector energy use, greenhouse gas (GHG) reductions, and compliance to the Energy and Water Reporting of Buildings (EWRB) regulation.</p> <p>Zero carbon emission retrofit has begun for Fire Station 7-1.</p> <p>Phase 1 of the LED Project resulted in 22,000 of the 27,000 streetlights being converted from High Pressure Sodium (HPS) to LED. Future phases will address the remaining fixtures.</p>







✓ Completed 
 ● On Target/In Progress 
 ▲ Monitoring 
 ● Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
●	Tree Maintenance Plan	On Target/In Progress
●	Advance a home energy renovation initiative to reduce GHG emissions from residential dwellings (newly added 2020 key activity)	On Target/In Progress: Received Council endorsement to seek the financing to capitalize a residential energy retrofit program for Vaughan homeowners. The City submitted an application to the Federation of Canadian Municipalities (FCM) for grant funding and a loan to launch a home energy retrofit program to reduce GHG emissions from residential dwellings. FCM indicated a response early in 2021.







# ACTIVE, SAFE AND DIVERSE COMMUNITIES

## STRATEGIC GOAL STATEMENT:







To ensure the safety and well-being of citizens, the City will commit to engagement and cohesiveness by supporting and promoting community events, arts, culture, heritage, sports and fire prevention awareness.



 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started





STATUS	KEY ACTIVITY	COMMENTS
	Diversity and Citizen Engagement Task Force	On Target/In Progress
	Older Adult Task Force	On Target/In Progress

## OBJECTIVE: Enhance Community Well-Being

STATUS	KEY ACTIVITY	COMMENTS
	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	<b>Monitoring:</b> Shift in priorities due to focus on COVID-19 enforcement of provincial orders and public health directives. Continue to monitor legislation for impact on existing by-laws.
	Develop and implement a City-Wide Events Intake Process	On Target/In Progress
	Open new library and recreation space at VMC	<b>Monitoring:</b> Delay with the construction site has caused a delay in the library opening and recreation space. Expected Q3 2021 opening.
	Undertake the design of the new community centre and park in the Carrville area	<b>On Target/In Progress:</b> Undertaking detailed design of the new community centre, library and district park in the Carrville area.
	Create and develop the Great Walks of Vaughan Program	<b>Complete:</b> Received a 2020 Parks and Recreation Ontario (PRO), Operational Excellence Award (awarded to municipalities over 100,000 in population) for the Great Walks of Vaughan.
	Revitalization of Garnet. A Williams Community Centre	<b>On Target/In Progress:</b> Detailed design plans commenced for the revitalization of Garnet A. Williams Community Centre.



## OBJECTIVE: Enrich Our Community

STATUS	KEY ACTIVITY	COMMENTS
	Advance the development of an inclusive citizen engagement framework	On Target/In Progress
	Develop creative and cultural amenities and nurture community engagement	On Target/In Progress: Developed new partnerships and increased awareness about city offerings of inclusive and diverse cultural events, programs and opportunities throughout year. Vaughan Culture Days 2020 went virtual. It was another success, reaching an audience of more than 50,000 viewers.
	Increase public art awareness and develop community public art place-making	On Target/In Progress: Nov. 17, 2020 marked the first public art installation in City-Wide Public Art Program in partnership with Meneks QuadReal and Festival Development in VMC.
	Move forward with Inclusion Charter Action Plan	<p>On Target/In Progress: Inclusion Charter Project has completed the approval and the recognition ceremony for Vaughan's Inclusion Charter Statement. A benchmarking report was completed by an internal staff group.</p> <p>The Diversity and Inclusion Task Force has been appointed by Council. A future Diversity and Inclusion Action Plan will be pursued as part of the York Region Inclusion Charter Project.</p>



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

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





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



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



Completed
 On Target/In Progress
 Monitoring
 Not Yet Started

## OBJECTIVE: Maintain Safety in Our Community

STATUS	KEY ACTIVITY	COMMENTS
	Provide a comprehensive fire protection program through public education and fire code enforcement	On Target/In Progress
	Implement strategies to support sustainable fire protection and emergency services (newly added key activity in 2020)	On Target/In Progress
	Land acquisition for Fire Station 7-11	Completed
	Land acquisition for Fire Station 7-12	On Target/In Progress
	Design of Fire Station 7-12 (newly added key activity in 2020)	On Target/In Progress
	Open Fire Station 7-4	Completed
	Conduct the feasibility study of Fire Station 7-2	On Hold: Delayed in 2020; to be reassessed in 2021 based on resources.
	Implement recommendations from the School Crossing Guard Program Review	On Target/In Progress
	Develop and implement a Corporate Security Plan	On Target/In Progress



# ECONOMIC PROSPERITY, INVESTMENT AND SOCIAL CAPITAL

## STRATEGIC GOAL STATEMENT:

To ensure Vaughan continues to be the place to be, the City will undertake initiatives to ignite economic prosperity and social capital, and celebrate Vaughan as an entrepreneurial city and the gateway to economic activity in the Greater Toronto Area, Ontario and Canada.





✓ Completed
● On Target/In Progress
▲ Monitoring
● Not Yet Started





STATUS	KEY ACTIVITY	COMMENTS
●	Smart City Task Force	On Target/In Progress
●	Economic Prosperity Task Force	On Target/In Progress

## OBJECTIVE: Advance Economic Opportunities

STATUS	KEY ACTIVITY	COMMENTS
●	Advance Smart City and technology-led economic development opportunities	On Target/In Progress
✓	Mayor and Members of Council attend the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce	Completed
▲	Generate alternative revenue sources through city-wide sponsorship, advertising and grants	<b>Monitoring:</b> Decline in alternative revenue sources due to COVID-19.



## OBJECTIVE: Attract New Investments

STATUS	KEY ACTIVITY	COMMENTS
	Attract a post-secondary institution to Vaughan	Completed
	Invest in the Tourism and Accommodation Industry	<b>Monitoring:</b> Shifting COVID-19 regulations require adjusting of programming.
	Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks	<p><b>On Target/In Progress:</b> Launched two new Economic Development and Tourism brands and websites to share information with the business community and promote the destination to help businesses grow in Vaughan.</p> <p>Delivered Season 2 of the Vaughan Rising Podcast showcasing the resilience of Vaughan's business community by talking to leaders who are getting creative during COVID-19.</p>
	Build economic resiliency in Vaughan's priority sectors through, project and policy development related to key sectors in a post-COVID-19 context (newly added key activity in response to COVID-19)	<b>Monitoring:</b> Launched Grow with Vaughan Program, the City's newest partnership program offering budget-friendly, highly visible sponsorship opportunities for local businesses. The program provides the opportunity to build brand awareness in a targeted community along with positive brand association by contributing to the quality of life and beautification of the neighbourhood they operate in.



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

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



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

## OBJECTIVE: Enable a Climate for Job Creation

STATUS	KEY ACTIVITY	COMMENTS
●	Develop Vaughan as an entrepreneurial and small-business and innovation hub	On Target/In Progress
●	Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centres (International Business Development)	On Target/In Progress
●	Promote the development of Vaughan's industrial sectors and business parks	On Target/In Progress
▲	Increase Vaughan's Brand Recognition as the place to be (to Think, Start-up, Invest and Visit)	<b>Monitoring:</b> COVID-19 continues to impact this activity via restrictions on spending and hosting/attending in-person events.
●	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	On Target/In Progress
▲	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 (newly added 2020 key activity in response to COVID-19)	<b>Monitoring:</b> Due to staffing constraints, this will be progressing at a slower pace than originally anticipated.







# GOOD GOVERNANCE

## STRATEGIC GOAL STATEMENT:







To effectively pursue Service Excellence in governance and fiscal responsibility, the City will hold the public's trust through inclusive, transparent and accountable decision-making, responsible financial management, and superior service delivery and effective communication.



 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started

STATUS	KEY ACTIVITY	COMMENTS
	Effective Governance and Oversight Task Force	On Target/In Progress

## OBJECTIVE: Ensure Transparency and Accountability

STATUS	KEY ACTIVITY	COMMENTS
	Conduct Ward Boundary Review	<b>On Target/In Progress:</b> Initiated a Ward Boundary Review in advance of the 2022 Municipal Election with the first round of public engagement commenced.
	Explore voting technology	<b>On Target/In Progress:</b> Completed a review of voting technology in advance of the 2022 Municipal Election.
	Establish an Enterprise Project and Change Management Office	<b>Completed</b>
	Execute the Internal Audit Risk Plan	<b>On Target/In Progress:</b> 100 per cent of the Audit workplan was executed. Council Approval of the establishment of an Audit Committee.
	Initiate and pilot an Enterprise Content Management (ECM) System	<b>On Target/In Progress:</b> Completed Phase 1 of the implementation of an ECM System, including establishing requirements and completing an ECM Strategy and Implementation Plan, ECM Business Case and a Corporate Engagement Strategy.
	Develop an Enterprise Risk Management (ERM) Program	<b>On Hold:</b> The City will continue to assess, monitor and mitigate operational, reputational, service and financial risk, but we will not develop a centralized ERM program during this Term of Council as a result of resource limitations.





## OBJECTIVE: Commitment to Financial Stewardship and Sustainability (Demonstrate Value for Money)

STATUS	KEY ACTIVITY	COMMENTS
●	Develop a long-range Fiscal Plan and forecast	<b>On Target/In Progress:</b> The Financial Condition Assessment of the City (FCA) was completed and received by Council in November 2020. The FCA will inform strategic decisions and financial models in the development of the Long-range Fiscal Plan.
●	Continue to refine Fiscal Framework policies to support financial sustainability	<b>On Target/In Progress:</b> Strengthened the City's fiscal framework and developed/updated key fiscal policies such as Debt Policy, Development Charge Interest Policy, Development Charge Deferral Policy and Letter of Credit policy.
●	Complete the Strategic Asset Management Policy and Asset Management Plans for core assets	<b>On Target/In Progress:</b> Awarded contract to successful consultant regarding the Strategic Asset Management Policy and Asset Management Plan for Core Assets.







# CITIZEN EXPERIENCE



## **STRATEGIC GOAL STATEMENT:**

To ensure citizens receive the best experience in person, by telephone and electronically, the City will provide exceptional end-to-end citizen-centred services, enhance access and streamline services with the use of technology.









## OBJECTIVE: Commitment to Citizen Service

STATUS	KEY ACTIVITY	COMMENTS
	Define the Citizen Experience (service-level expectations) for each business function and align service costs with service value/benefits	<b>Monitoring:</b> Project start-up delayed in 2020 due to pivoting resources to support COVID-19 response. Currently in the preliminary planning phase.
	Conduct the Citizen Satisfaction Survey	<b>Monitoring:</b> Was originally scheduled for 2020; currently being reassessed given the pandemic.

## OBJECTIVE: Transform Services through Technology

STATUS	KEY ACTIVITY	COMMENTS
	Implement the Customer Relationship Management System	<b>On Target/In Progress:</b> An additional five service types were added to increase services for citizens including solid waste, blue box collection, green bin collection, garbage collection and yard waste collection.
	Implement Digital Strategy Initiatives	<b>On Target/In Progress</b>
	Implement an Open Data Program	<b>Not Yet Started:</b> Open Data, as a specific initiative has not commenced given resources shifting in response to the pandemic. In reviewing the data strategy, Open Data has been recalibrated, and is now dependent on the Data Catalogue initiative.  This new approach first aims to build a culture of data sharing internal to the City before expanding to sharing data via Open Data.
	Implement the new vaughan.ca website	<b>On Target/In Progress</b>

# OPERATIONAL PERFORMANCE.



## STRATEGIC GOAL STATEMENT:

To continue to foster a culture of continuous improvement, the City will support competencies and practices in innovation and process efficiencies.



 Completed
  On Target/In Progress
  Monitoring
  Not Yet Started

## OBJECTIVE: Leverage Data-Driven Decision-Making

STATUS	KEY ACTIVITY	COMMENTS
	Develop Data Management and Data Analytics Framework	<b>On Target/In Progress:</b> Preliminary framework developed. The utilization of data and analytics has proven integral to COVID-19 related decision making.
	Establish Corporate Performance Measurement (CPM) program and related performance scorecards for each portfolio/department	<b>On Target/In Progress</b>



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

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



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





## OBJECTIVE: Promote Innovation and Continuous Improvement

STATUS	KEY ACTIVITY	COMMENTS
	Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement (leverage existing and new technology and systems)	On Target/In Progress
	Implement continuous improvement initiatives and business process reviews to improve operations and service delivery/service modernization: a) Review and enhance the Development Application and Approval process (DAAP)	<b>Monitoring:</b> Timeline delays to allow for the upgrade of internal software solution.
	b) Implement the Finance Modernization project	On Target/In Progress
	c) Conduct the Public Works Service Level Review	<b>Monitoring:</b> Pivot from external consultant to in-house project delivery which has impacted original timelines.
	d) Counter Service Transformation (newly added key activity in 2020)	<b>On Target/In Progress:</b> New vision to modernize and transform the City's counter service delivery; working towards the implementation of a one-stop-shop, integrated service approach for the citizen.
	e) Develop Contract Management Framework (newly added key activity in 2020)	On Target/In Progress
	f) Implement Ideas @ Work (newly added key activity in 2020)	On Target/In Progress









# STAFF ENGAGEMENT

## **STRATEGIC GOAL STATEMENT:**




To ensure an engaged workforce, the City will continue to foster initiatives that create a positive work environment through staff development, and workplace health, safety and wellness with strengthened leadership, communication and engagement opportunities.



## OBJECTIVE: Empower Staff

STATUS	KEY ACTIVITY	COMMENTS
	Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)	<b>On Target/In Progress:</b> Staff engagement survey completed in November 2019; ongoing initiatives to enhance staff engagement.
	Develop a Workplace Wellness Program	<b>On Target/In Progress</b>
	Establish Alternative Work Arrangements (AWA) Policy and Procedures	<b>Completed:</b> AWA Policy and Procedures developed along with Telework resources and support provided to leaders and staff. More than 50 per cent of the City's employees continue to effectively and productively work from home. The pandemic has accelerated this initiative and proved working from home (where operationally feasible) to be successful.
	Continue the delivery of the Learning and Organizational Development Program	<b>On Target/In Progress:</b> Due to COVID-19, pivoted learning and development courses to virtual offerings were made available so learning and development could continue throughout the organization for all staff.

## OBJECTIVE: Develop Leadership

STATUS	KEY ACTIVITY	COMMENTS
	Develop a Senior Leadership Team Governance Model	<b>Completed</b>
	Develop and Implement a Succession Planning Framework	<b>On Target/In Progress:</b> Succession Planning Framework approved by Senior Leadership Executive.
	Develop a Mentorship Program	<b>On Target/In Progress:</b> Program will be rolled out with the Emerging Leaders program as a pilot to the larger organizational mentorship program. Draft plan is currently underway.

✓ Completed
● On Target/In Progress
▲ Monitoring
● Not Yet Started

## OBJECTIVE: Manage Performance

STATUS	KEY ACTIVITY	COMMENTS
●	Implement the Workforce Management System (Time and Attendance Program)	On Target/In Progress
✓	Implement Phase 2 (all staff learning module) of the Talent Management System (Halogen) to all staff	Completed
▲	Implement Phase 3 (full performance management module for all staff) of Talent Management System (Halogen) (newly added in 2020)	<b>Monitoring:</b> The strategy is being reassessed.









**City of Vaughan**  
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