



C3
Communication
CW (WS) – April 20, 2021
Items # - 1

YEAR 2 KEY RESULTS

2018-2022 Term of Council Service Excellence Strategic Plan

Working Session April 20, 2021



Moving Toward the Vision

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

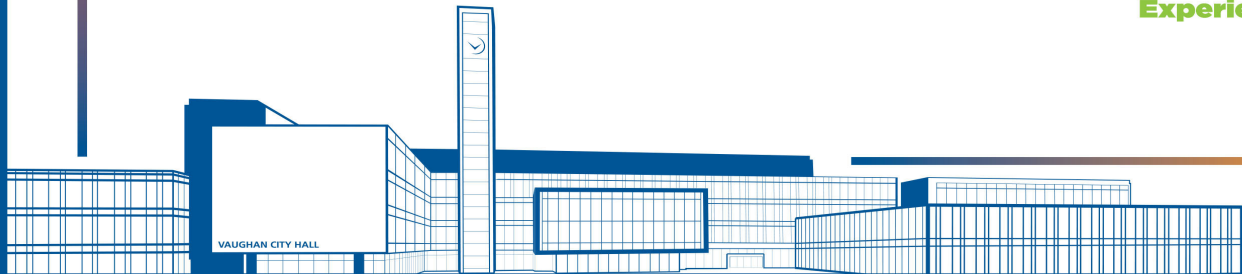
Mission
Citizens first
through Service
Excellence.

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.



Strategic Priority Oversight Teams



Transportation and Mobility

Executive Sponsor

- Nick Spensieri



City Building

Executive Sponsor

- Wendy Law



Environmental Stewardship

Executive Sponsor

- DCM, PGM
- Rotational basis Tony Iacobelli/James Steele



Active, Safe and Diverse Communities

Executive Sponsor

- Gus Michaels



Economic Prosperity, Investment and Social Capital

Executive Sponsor

- Zoran Postic



Good Governance

Executive Sponsor

- Michael Coroneos



Service Excellence

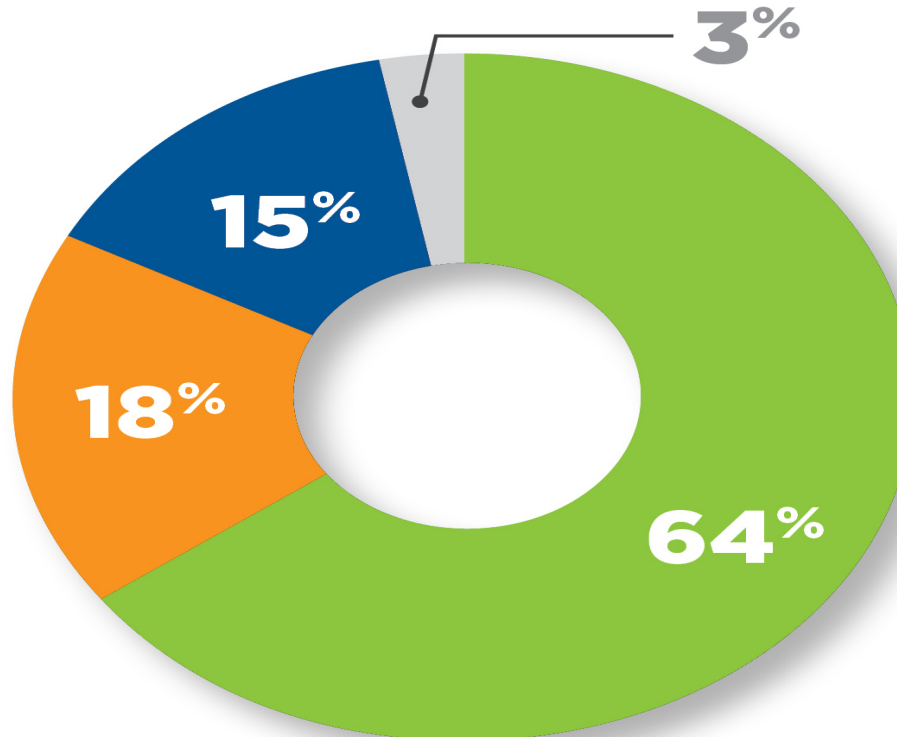
Executive Sponsor

- Jim Harnum / Kathy Kestides

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



- Kirby Road, from Dufferin Street to Bathurst Street (EA)
- Bass Pro Mills Drive from Romina Drive to Jane Street
- Complete the Pedestrian and Cycling Master Plan Update
- Deliver Clark Avenue active transportation facility
- York Region Bus Rapid Transit (Hwy 7, Centre Street, Bathurst Street - Construction)

- Traffic Management Strategy (Move Smart)
- Kirby Road Widening, Jane Street to Dufferin Street (EA)
- Huntington Road Widening
- Kirby Road Extension, Dufferin Street to Bathurst Street (Design)
- Canada Drive & America Avenue Bridge
- Huntington Road Ramp extension
- Mobility Pilot around GO stations
- U of T IOT initiatives

- Vaughan Transportation Plan
- Bass Pro Mills Drive from Hwy 400 to Weston Road (EA)
- Langstaff Road (EA)

- Advance the Vaughan Super Trail initiative
- Implementation of GO Expansion
- GTA West Transportation Corridor EA study
- Highway 427 Extension (construction)
- Yonge Subway Extension (design)
- Teston Road missing link (EA)
- Major Mackenzie Drive widening adjacent to hospital (Construction)
- Major Mackenzie Drive Centre Turn Lane Widening (Per Request at CoW)

CITY BUILDING



- Facilitate the completion and opening of the new Cortellucci Vaughan Hospital
- Complete the Vaughan Hospital Precinct Feasibility Study
- Further development of Edgeley Park (phase 1)
- Develop the VMC as a complete community
- Advance 900-acre vision for North Maple Regional Park
- Work with the Region of York to increase availability and affordability of housing choices
- Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas
- 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
- Open new library at the Cortellucci Vaughan Hospital

ENVIRONMENTAL STEWARDSHIP



- Complete the review of Green Directions Vaughan
- Deliver an Asset Management Plan for the City's Urban Forests
- Deliver the Tree Maintenance Plan
- Promote energy efficiency in the business sector
- Aim to meet new energy efficiency targets in City facilities and promote green building for new developments
- Advance a home energy renovation initiative to reduce GHG emissions from residential dwellings

ACTIVE, SAFE & DIVERSE COMMUNITIES



- Create and develop the Great Walks of Vaughan Program
- Land acquisition for fire station 7-11
- Opening of fire station 7-4
- Develop and implement a City-wide Events Intake Process
- Undertake the design of the new community centre, library & park in the Carrville area
- Revitalization of Garnet. A Williams Community Centre
- Advance the development of an inclusive citizen engagement framework
- Develop Creative and Cultural Amenities and Nurture Community Engagement
- Increase Public Art Awareness and Develop Community Public Art Place-making
- Move forward with an Inclusion Charter Action Plan
- Provide a comprehensive fire protection program through public education and fire code enforcement
- Land acquisition for fire station 7-12
- Design of fire station 7-12
- Implement recommendations from the School Crossing Guard Program Review
- Develop & Implement a Corporate Security Plan
- Implement strategies to support sustainable fire protection and emergency services
- 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 VMC
- Conduct the feasibility study of fire-station 7-2 (on hold)

ECONOMIC PROSPERITY, INVESTMENT & SOCIAL CAPITAL

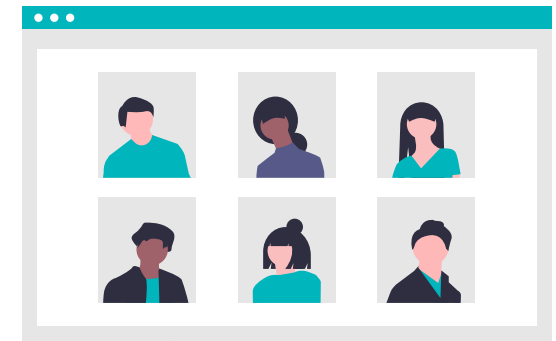


- Attract a post-secondary institution to Vaughan
- Mayor and Members of Council attend the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce
- Advance Smart City and technology led economic development opportunities
- Develop Vaughan as an entrepreneurial and small-business and innovation hub
- Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)
- Promote the Development of Vaughan's Industrial Sectors and Business Parks
- 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
- Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks
- 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)
- 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
- Invest in the Tourism and Accommodation Industry
- Build economic resiliency in Vaughan's priority sectors through, for example project and policy development related to key sectors in a post-COVID context

GOOD GOVERNANCE



- Establish an Enterprise Project and Change Management Office
- Conduct Ward Boundary review
- Explore Voting Technology
- Execute the Internal Audit Risk Plan
- Initiate and pilot an Enterprise Content Management System
- Develop a Long-range Fiscal Plan and Forecast
- Continue to refine Fiscal Framework policies to support financial sustainability
- Complete the Strategic Asset Management Policy and Asset Management Plans for core assets
- Develop an Enterprise Risk Management (ERM) program (on hold)



CITIZEN EXPERIENCE



- Implement the Customer Relationship Management System
- Implement Digital Strategy Initiatives
- Implement the new vaughan.ca website
- Define the Citizen Experience (service level expectations) for each business function and align service costs with service value/ benefits
- Conduct the Citizen Satisfaction Survey
- Implement an Open Data Program (Not yet Started)

OPERATIONAL PERFORMANCE



- Develop Data Management & Data Analytics Framework
- Establish Corporate Performance Measurement (CPM) program and related performance scorecards for each portfolio/department
- Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement and leverage existing technology and systems
- Implement the Finance Modernization project
- Counter Service Transformation
- Develop contract management framework
- Implement Ideas@Work
- Review and enhance the Development Application and Approval (DAAP) process
- Conduct the Public Works Service Level Review

STAFF ENGAGEMENT



- Establish alternative work arrangements policy and procedures
- Develop a Senior Leadership Team Governance Model
- Implement Phase 2 (All staff learning module) of the Talent Management System (Halogen) to all staff
- Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)
- Develop a Workplace Wellness Program
- Continue the delivery of the Learning and Organizational Development Program
- Develop a Mentorship Program
- Develop and Implement a Succession Planning Framework
- Implement Workforce Management (Time and Attendance Program)
- Implement Phase 3 (full performance management module for all staff) of Talent Management System (Halogen)



Thank You.

