

COMMITTEE OF THE WHOLE (WORKING SESSION) – APRIL 20, 2021

COMMUNICATIONS

Distributed April 19, 2021

Item(s)

- | | | |
|-----|---|---|
| C1. | Ms. Kathryn Angus, Kleinburg & Area Ratepayers' Association (KARA), dated April 20, 2021. | 1 |
| C2. | Ms. Irene Ford, dated April 20, 2021. | 1 |

Distributed April 19, 2021

- | | | |
|-----|------------------------|---|
| C3. | Presentation material. | 1 |
|-----|------------------------|---|

Disclaimer Respecting External Communications

Communications are posted on the City's website pursuant to Procedure By-law Number 7-2011. The City of Vaughan is not responsible for the validity or accuracy of any facts and/or opinions contained in external Communications listed on printed agendas and/or agendas posted on the City's website.

Please note there may be further Communications.

C1
Communication
CW (WS) – April 20, 2021
Items # - 1

From: [Kathryn Angus](#)
To: Council@vaughan.ca; Clerks@vaughan.ca
Cc: [Coles, Todd](#)
Subject: [External] Committee of the Whole (Working Session) - April 20, 2021
Date: April-19-21 9:54:00 AM

Good morning Mayor Bevilacqua, Regional Councilors, and Council.

The Kleinburg & Area Ratepayers' Association (KARA) would like to remind you that since you have withdrawn your support for the Proposed GTA West Corridor this item should not be still listed as an objective for the upcoming meeting.

Could you also please let KARA know if this change is to be incorporated into the City of Vaughan Master Transportation Plan?

Regards Kathryn Angus, President, KARA

C2
Communication
CW (WS) – April 20, 2021
Items # - 1

From: [IRENE FORD](#)
To: Clerks@vaughan.ca
Subject: [External] Communication April 20 Special Council Meeting
Date: April-19-21 11:56:03 AM
Attachments: [Irene Ford Communications SESP_20Apr21.pdf](#)

Clerks,

Please find attached a letter for tomorrow's meeting.

Thank you,
Irene Ford

Irene Ford
Woodbridge, ON

Vaughan City Council
City of Vaughan
2141 Major Mackenzie Drive
Vaughan, ON
L6A 1T1

Apr 19, 2021

Mayor Bevilaqua, and Councillors,

Re: Special Council Meeting April 20, 2021, Staff Report: 2018-2022 Term of Council Service Excellence Strategic Plan - Year 2 Progress Report

I applaud Council for having a Strategic Plan and providing a progress report. It is important for residents to be able to have some measures to understand how Council is performing in achieving their goals and objectives. There are few items I would like to express concern about that have are not wholly accurate or have not received updated staff reports and therefore this undermines the validity of the progress suggested. I would also like to comment that greater priority appears continually placed on economic goals at the expensive of environmental stewardship; it does not seem a balanced approach. This is evident when you look at Vaughan's webpages that support economic growth versus environmental or green initiatives. As an example the statistics and information I can get from the Vaughan Economic and Cultural Development pages are updated, accurate and detailed¹. Comparatively Vaughan's Natural Heritage Network was never endorsed by Council must be reviewed and updated during the ongoing Official Plan Review yet there does no appear to be an update on this issue since 2016².

1.) GTA West Corridor/Highway 413

On page 12 of Attachment 1 the GTA West Corridor is still listed as an objective and on target/in progress. On March 10 Council passed a motion withdrawing it's endorsement of this project.

Should this objective be updated to reflect that Vaughan Council has passed a motion expressing they no longer support the proposed GTA West Corridor?

How will Vaughan Council update this change into their own Official Plan and Master Transportation Plans that are or will be updated shortly?

¹ <https://vaughanbusiness.ca/>

² https://www.vaughan.ca/projects/policy_planning_projects/natural_heritage/Pages/default.aspx

OBJECTIVE: Support Regional Transportation Initiatives

STATUS	KEY ACTIVITY	COMMENTS
Proactively co-ordinate with other levels of governments to support:		
●	Implementation of GO expansion	On Target/In Progress: 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	On Target/In Progress: 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)	On Target/In Progress

Should Vaughan Council be considering sending a communication to York Region regarding their ongoing updating their Transportation Master Plan³ as well as the ongoing Official Plan and Municipal Comprehensive Review⁴ updates?

2.) Climate Change Emergency

In June of 2019 the City of Vaughan declared a Climate Emergency in response to a request from a group of students from Thornhill Woods Public School. The words Climate Change do not appear in Vaughan's Service Excellence Strategic Plan (SESP) and a recommendation was given that staff would report back annually on progress on the Climate Emergency declaration. This report was delayed due to the pandemic but now almost two years later a subsequent staff report has not been brought forward to Council. Vaughan has a Community Climate Action Plan dated from 2014 but it is unclear if any progress has been made on this document, further all references to greenhouse gas emissions appear dated from 2013 to 2014.

3

https://www.york.ca/wps/portal/yorkhome/yorkregion/yr/plansreportsandstrategies/transportationmasterplan/!ut/p/z0/fY7BDolwEES_xQNHsw0xwrXhIEIIV-iFNFqhAltoVyN_b8Ez3mZmJ28WBFQqUL51K0kbllP3tTg3V365pnmOsvIUJ4yzkmdhFLM4jyAD8b_gCaEtkgIFMUnqjhofBqppkOismowIJ_HuyEpSrVYOKi_RrYfth1E6UnatryT9nGfBQdwMkvoQVIttNo0UsMXY3htHml5b0JIR_WLr2QYDtjsbsN3ZqRd17PjhC6KEmi0!/#.YH2a8GdKiUl

4

https://www.york.ca/wps/portal/yorkhome/yorkregion/yr/municipalcomprehensivereview/municipalcomprehensivereview/!ut/p/z1/vVVNU8lwEP0tHjx2sv0ICcdYkbaloljQXJhOG2jUprVEIH9vQK6042jNJZPNy9t9uztZxNEScZXs5CbRsiTJqznHvLcK2TAMghFEE4_6wGDCIodQoCOCFkeA43i9wPYhgmBCIbwhU3xNAXtGDuLN758QR7xKZYbjjOAMUs-zbiFty-tjbPVt7FnpmvZTSiDr4eyATpWudl7ifb1KS6WF0pewL-sXc9hqgd-PhrwsxLe5Fhuj5RKKdyVTWSWvaVIUtcif2sqdqMVOio_m25PIBhUHkXBmMTi9bwDwtiTzNhffgHN18HELwBQqNkGSs1HMbLQ45mKuyrownTH7YeECOHkg1GcBG8IUHucE7gfEo73b8fSW_NZDiwDSKb3jdEuPu6XvNjnh35Q2CsG3maEfugMXmBP69MqN6N0ddBu92yk967ZzWLFJYb_tnKjt8zMjyKnH_nhjaBOdW1KtS7Rs_K9bbIEsn9_eODOj5DA_PjVa_t8sqYp5Qd29tF4e6MfjOt8Uq_HAxW3bVizYxRfhlgjk/dz/d5/L2dBISEvZ0FBIS9nQSEh/#.YH2bqmdKiUk

I also have several concerns about what staff are measuring with regard to greenhouse gas emissions, climate impacts and loss of climate resiliency. Vaughan Council has supported the proposed GTA West Highway/ 413 Highway. The highway will fragment some of the last contiguous Greenbelt zoned lands in the north western side of Vaughan, numerous negative environmental concerns that will impact GHG emission forecasts (both from the loss of env'l sensitive lands, impacts to watersheds and from increased traffic). In particular the highway is promoting heavy truck traffic which carries an even larger pollution burden.

There was no analysis completed by City Staff to determine how this may affect the goals set out in the Green Direction document and numerous other sustainable/environmentally related policies/indicators/targets and how this action seems to be in conflict with Vaughan Council declaring a Climate Emergency. While I understand this is a Provincial project and this type of analysis is the Province's responsibility it still incumbent upon Vaughan Council to fully understand climate impacts/action of projects they support in their decision-making process. At present there does not seem a robust process in place to enable Vaughan Council to make all decisions through the lens of climate change.

To ensure the Climate Change Emergency Declaration and climate action is treated with the urgency it deserves will Vaughan Council include this as an objective in Vaughan's SESP to monitor progress?

Will Vaughan Council inquire about the status of the climate change emergency staff report?

Will Vaughan Council inquiry about the status of the Community Climate Action Plan, is it still valid and being worked upon or is there a new plan?

Will Vaughan Council inquire to determine how decision making could be better informed through the lens of climate change to ensure decision are consistent with Vaughan's declared Climate Emergency?

3.) Green Directions Vaughan

There are no updates on Green Direction Vaughan's indicators nor am I aware of any staff report being brought forward to Council to provide updates. The indicator tab on Green Direction Vaughan⁵ leads to a page with data from 2012. Has the webpage not been updated or is the last time that indicators were updated and measured?

I recognize there have been other updates/programs such as SNAP, Building Energy Retrofits but on it's whole there seems to be a large amount of work that has not commenced. An update staff report would be beneficial to understand this better.

Will staff inquiry about the status of the Green Direction Vaughan staff report update?

⁵ https://www.vaughan.ca/cityhall/environmental_sustainability/GreenDirections/Pages/indicator.aspx

4.) Official Plan Review/Municipal Comprehensive Review and Natural Heritage Network

The direction from the Province for Official Plan reviews, Municipal Comprehensive reviews will essentially force the expansion of the urban boundary and consume almost all of Vaughan's remaining white belt lands at the expensive of prime agricultural land and natural asset management⁶. It was abundantly clear at York Region's March 18 Council meeting that this will happen based on staff reports brought forward on Official Plan Updates and Forecasted Land Needs⁷. This is incompatible with a climate change emergency, climate action and it is completely unnecessary to force municipalities to plan 30 years into the future, typically it is 20 years. There is so much uncertainty right now do to the pandemic and climate change not to mention other priorities. We have to plan yes but this is not going to lead to outcome that is in the public interest or will improve our communities. This issue is far too important to rush public consultation, there are some that may be unable to participate remotely and be excluded while others are just unable to pay attention because their lives are in crisis due to the pandemic. This direction from the Province will not support the City's objective to 'elevate quality of life through City Planning'.

On top of this Vaughan has several ongoing documents that are intended to support climate action, protection of natural asset management and is required to approve the Natural Heritage Network which was completed, but never endorsed after numerous developers descended upon their Chamber's in 2016 and was deferred to the next municipal comprehensive review⁸.

What is the status of these items how will this direction from the Province support Vaughan's SESP?

Will Vaughan consider adopting a hard urban boundary as other municipalities have and sending communications to the Region and Province expressing concerns?

Thank you for reading.

Irene Ford

Ward 3 Resident and Concerned Citizen

⁶ <https://janefogal.wordpress.com/2021/04/03/a-sprawling-disaster-doug-fords-plan-for-ontario/>,
<https://oakvillenews.org/opinion/sprawling-disaster-doug-ford-s-plan-for-ontario/> ,
<https://www.thespec.com/opinion/editorials/2021/03/31/hamilton-citizens-push-back-on-urban-sprawl.html>

⁷ <https://yorkpublishing.escribemeetings.com/Meeting.aspx?Id=86d188d4-fb6e-47c3-8286-ba005fec8f58&Agenda=Merged&lang=English>

⁸ https://www.vaughan.ca/council/minutes_agendas/AgendaItems/CW0202_16_15.pdf

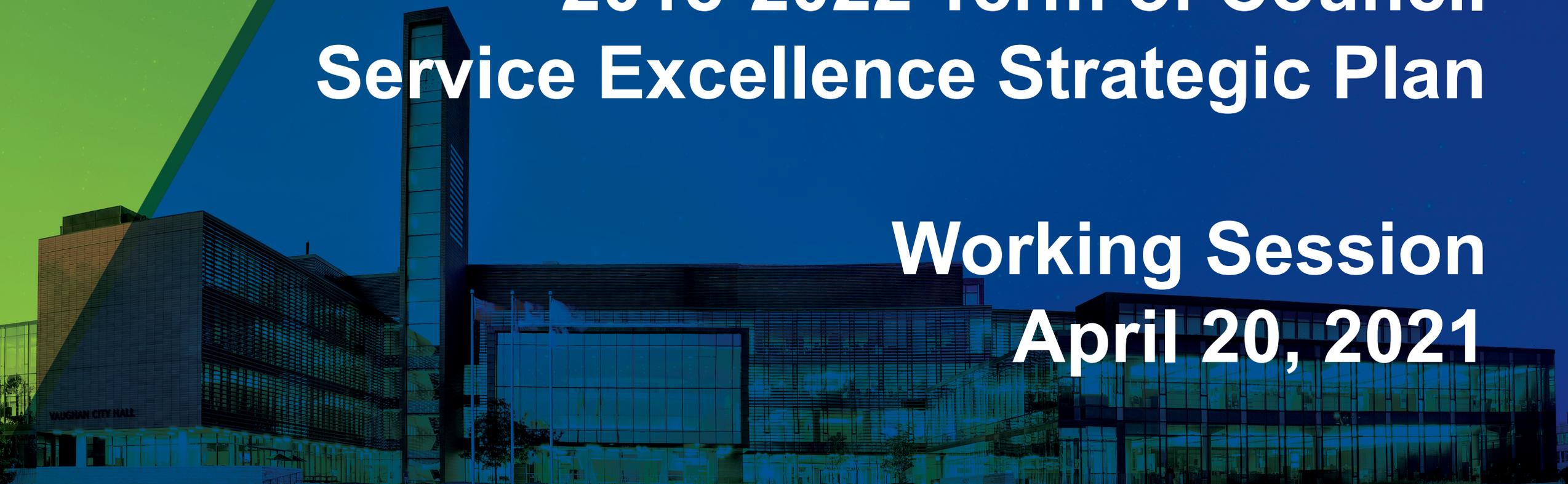


C3
Communication
CW (WS) – April 20, 2021
Items # - 1

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

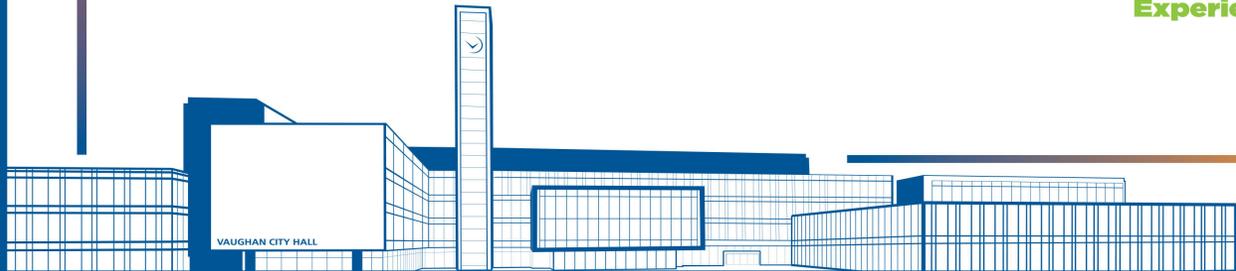
Mission
Citizens first
through Service
Excellence.

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

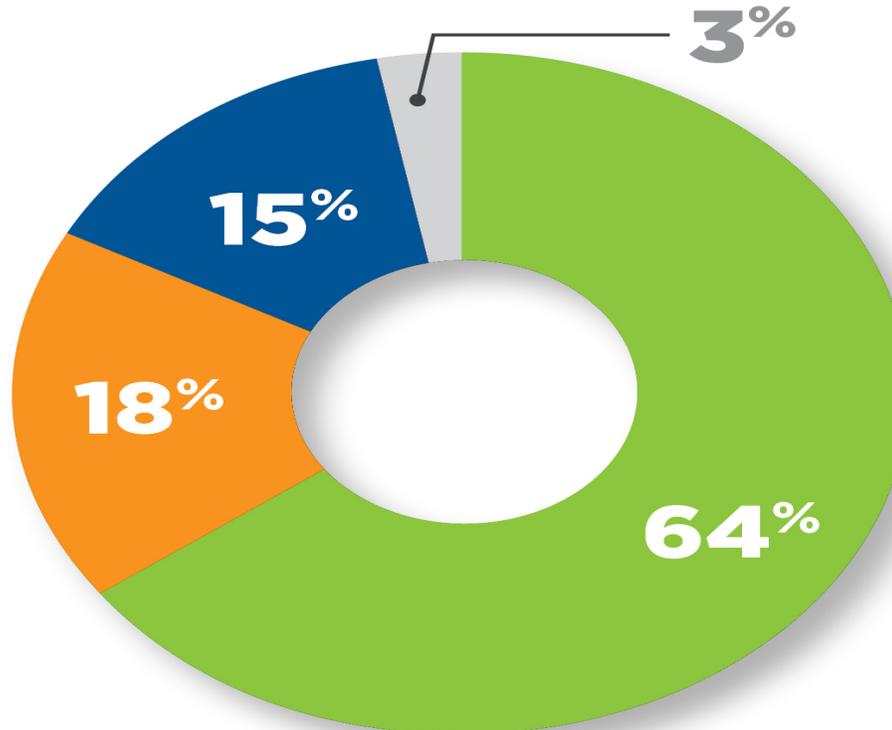
Executive Sponsor

- 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)

● Proceeding as Anticipated ● Monitoring Progress ● Not Yet Commenced ● Complete

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

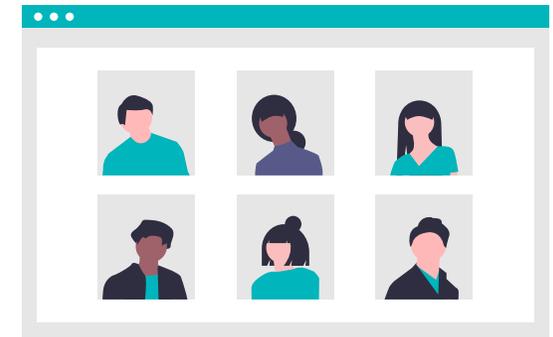


- Attract a post-secondary institution to Vaughan
- Mayor and Members of Council attend the 2019 trade mission to Israel organized by the Vaughan Chamber of Commerce
- Advance Smart City and technology led economic development opportunities
- Develop Vaughan as an entrepreneurial and small-business and 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.

