



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





# Building on our Success

This Council is made up of engaged and experienced individuals. We must always be mindful that it is a privilege to serve. Through the democratic process, we have earned our mandates, and our seats in Council Chamber, from the citizens of this great city. It is our responsibility to set the vision for the next four years and beyond. It is the role of our professional administration to implement it.

Mayor Maurizio Bevilacqua  
during the 2018 to 2022  
City of Vaughan  
Inauguration Ceremony

## 2018-2022 City of Vaughan Members of Council

First row, left to right:

Linda D. Jackson, Regional Councillor;  
Gino Rosati, Regional Councillor;  
Hon. Maurizio Bevilacqua, P.C., Mayor;  
Mario Ferri, Regional Councillor, Deputy Mayor.

Second row, left to right:

Alan Shefman, Ward 5 Councillor;  
Sandra Yeung Racco, Ward 4 Councillor;  
Rosanna DeFrancesca, Ward 3 Councillor;  
Tony Carella, Ward 2 Councillor;  
Marilyn Iafrate, Ward 1 Councillor.





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## Message from the Mayor

Vaughan is a purpose-driven city.

We proudly maintain an approach to governance that is guided by the noble values of discipline, accountability and respect, and our Service Excellence Strategic Plan is a clear demonstration of our mission.

At the heart of every decision we make are the people of Vaughan – hard-working taxpayers who expect the very best from their city – and they deserve it. Vaughan’s

team of administrative professionals is comprised of dedicated women and men who work tirelessly to deliver on initiatives that are catapulting this city to new and unprecedented heights. We have a subway connected to the heart of our new downtown, the Vaughan Metropolitan Centre; Canada’s first state-of-the-art smart hospital, Mackenzie Vaughan Hospital, will soon be complete; we recently welcomed Niagara University, the first university in Vaughan and York Region; and Phase One of the new 900-acre North Maple Regional Park is complete. We have reached these, and many more, key city-building milestones – all while achieving \$30 million in savings since 2015.

The 2018-2022 Term of Council Service Excellence Strategic Plan is a skillfully crafted framework designed to enhance our momentum going forward. The next four years, and beyond, are about creating an environment that will help us identify opportunities and initiatives that will advance our mission to become a world-class city. This goal is reflected in our 2018 Citizen Satisfaction Survey results in which 97 per cent of residents agree that the quality of life in Vaughan is good.

As we move ahead on our journey of Service Excellence, our priorities will remain focused on issues that matter most to residents and businesses. Our shared efforts will continue to ensure that Vaughan remains a nationally acclaimed leader in city-building.

**Hon. Maurizio Bevilacqua, P.C.**  
Mayor





## Message from the Interim City Manager

At the City of Vaughan, our work is never complete. Our professional staff continue to challenge the status quo, think outside the box and strive for excellence in all we do. It is our goal to make a positive and lasting difference for residents, visitors and businesses.

We began 2019 with a new Council and a renewed dedication to advancing our city-building journey. The 2018-2022 Term of Council Service Excellence Strategic Plan is our road map to move forward with Council-approved initiatives, strengthen communication between colleagues and further improve front-line customer service.

As Vaughan grows, City staff play an instrumental role in guiding its potential and ensuring there are resources to

support citizens. We remain focused on living our mission, vision and values to provide efficient service delivery and maintain a high quality of life in this city.

Staff in every position, in every City facility, work collaboratively to execute our organization's rewarding work and invest in our future. Through our commitment to "citizens first through Service Excellence," we are creating a sustainable city where people want to live, raise families, invest, work and enjoy tourism and recreational opportunities.

On behalf of the Senior Leadership Team, we are proud of our staff and their ability to adapt to the evolving needs of our community. We will continue to work together to build on our shared successes.

**Tim Simmonds**  
Interim City Manager



## ABOUT VAUGHAN

With a population of approximately 335,000 residents, the City of Vaughan has been 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 2031, Vaughan will grow to more than 416,000 people and 266,000 jobs. It is home to more than 12,000 businesses that employ more than 222,000 people.

The quality of life is unrivalled. In fact, the results from the 2018 Citizen Satisfaction Survey reveal 97 per cent of residents agree the quality of life is good here. The majority of citizens also cite a strong sense of community and belonging, with 92 per cent saying they are proud to be from Vaughan and 91 per cent saying it is a welcoming city. It is also a multicultural community with 105 different languages spoken.



# City of Vaughan

## 2018 CITIZEN SURVEY

The Citizen Survey shows that citizens are happy with the

**Quality of Life**  
in Vaughan.



### Satisfaction with Individual Services

- 100% Fire Services *Highest Ever!*
- 96% Local Public Libraries
- 93% Recreation and Fitness Facilities
- 91% Recreation and Fitness Programs
- 91% Garbage, Recycling, Organics and Yard Waste Collection
- 91% Off-road Multi-use/Natural Trails
- 90% Maintenance of Parks and Greenspaces
- 90% Arts and Culture



### Proud to be from Vaughan

92%



### Feel Vaughan is a Welcoming Community

91%



### Overall Satisfaction with Services

91%



### Satisfaction with Service Delivery

90%



[vaughan.ca](http://vaughan.ca)



Ipsos Public Affairs



## ABOUT THE PLAN

The 2018-2022 Term of Council Service Excellence Strategic Plan serves as a map to guide the City through the next four years.

Each four-year Term of Council Service Excellence Strategic Plan incrementally contributes toward the achievement of the Vaughan Vision. This plan builds off the 2014-2018 plan, continuing the alignment of people, priorities, processes and technology. It outlines Vaughan's vision, mission and values and identifies the strategic key activities that staff will focus on to enable the execution and implementation of projects related to Council's commitments to the citizens of Vaughan.

The 2018-2022 Term of Council Service Excellence Strategic Plan is aligned with the 2019 Budget and 2020-2022 Financial Plan and will position the

City to deliver on Council-approved priorities while continuing to keep the tax rate increase among the lowest in the Greater Toronto Area.

The Strategic Plan was shaped by a number of factors:

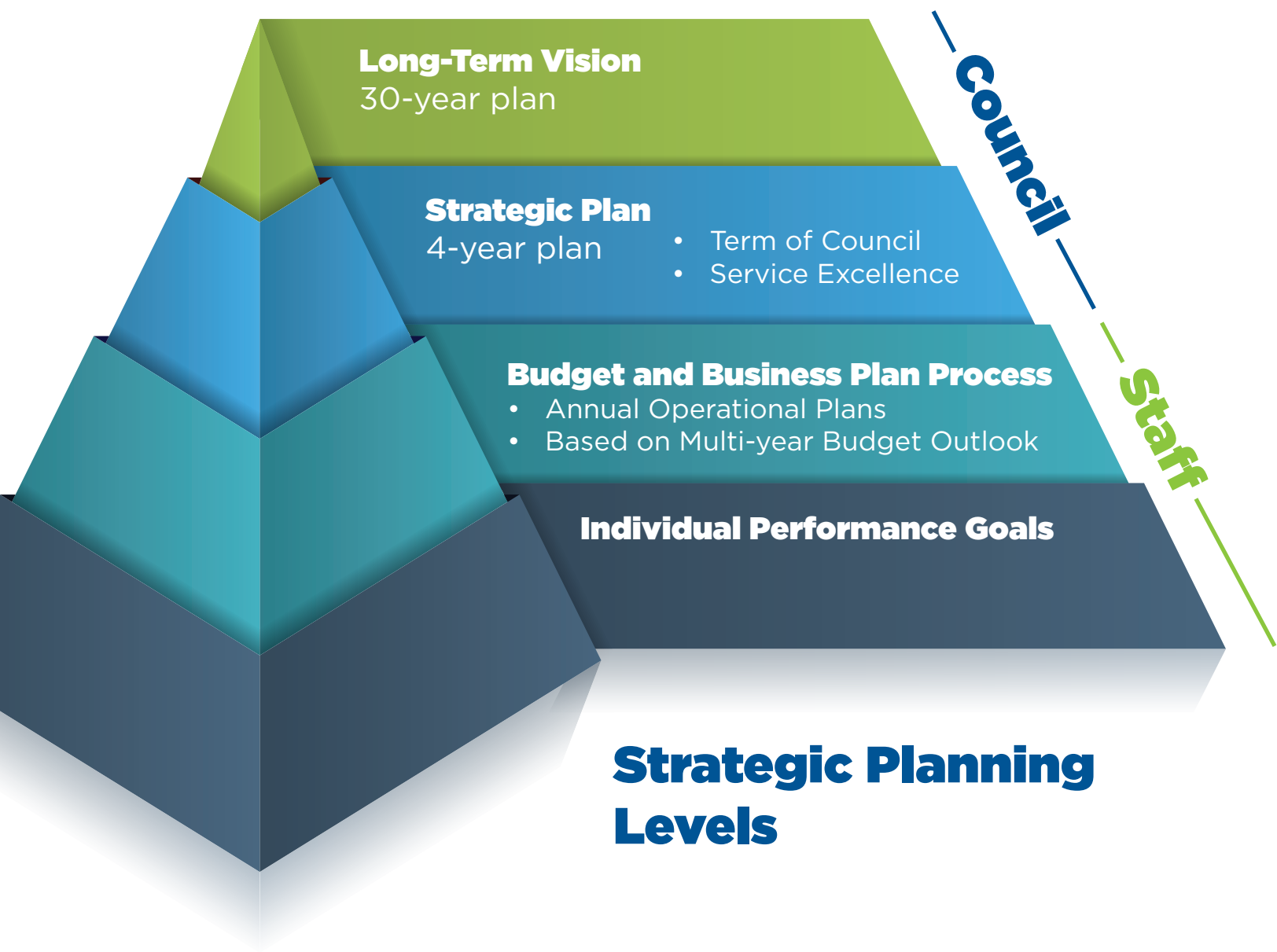
- The City's vision, mission and values
- The 2018 Citizen Satisfaction Survey results
- The 2018 Business Sector Survey results
- The 2018 Employee Engagement Survey results
- The 2019 business plans from each portfolio, office and department
- The 2019 Budget and 2020-2022 Financial Plan
- The priorities identified by the Mayor and Members of Council



## GOVERNANCE FRAMEWORK

The 2018-2022 Term of Council Service Excellence Strategic Plan provides the overall direction that is then executed through the activities identified in departmental business plans, which

are aligned to individual performance goals. A sound governance structure of both internal and external reporting is imperative to the City's success in achieving this four-year plan.





## BREAKING DOWN THE STRATEGIC PLAN

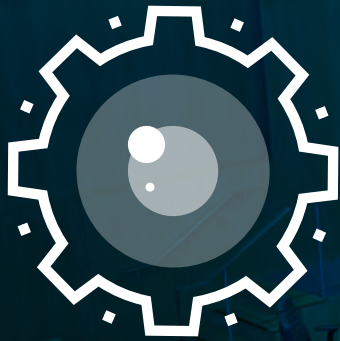
The 2018-2022 Term of Council Service Excellence Strategic Plan is guided by the City’s mission, vision and values. It is then divided into nine strategic priority areas:

- Transportation and Mobility
- City Building
- Environmental Stewardship
- Active, Safe and Diverse Communities
- Economic Prosperity, Investment and Social Capital
- Good Governance
- Citizen Experience
- Operational Performance
- Staff Engagement

Six of the strategic priority areas are primarily reflective of Council’s objectives and three are the Service Excellence objectives. Each strategic priority area is further broken down into results statements that articulate the outcome that is to be achieved at the end of this Term of Council. The results statements enable the organization to cascade the strategic goals into clear, focused and measurable performance results.



# VISION, MISSION AND VALUES



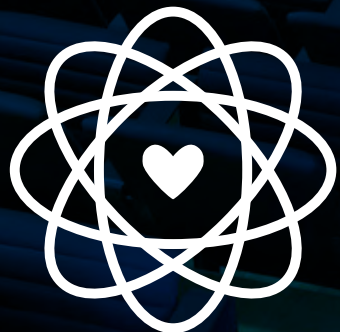
## **Vision**

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.



## **Mission**

Citizens first through Service Excellence.



## **Values**

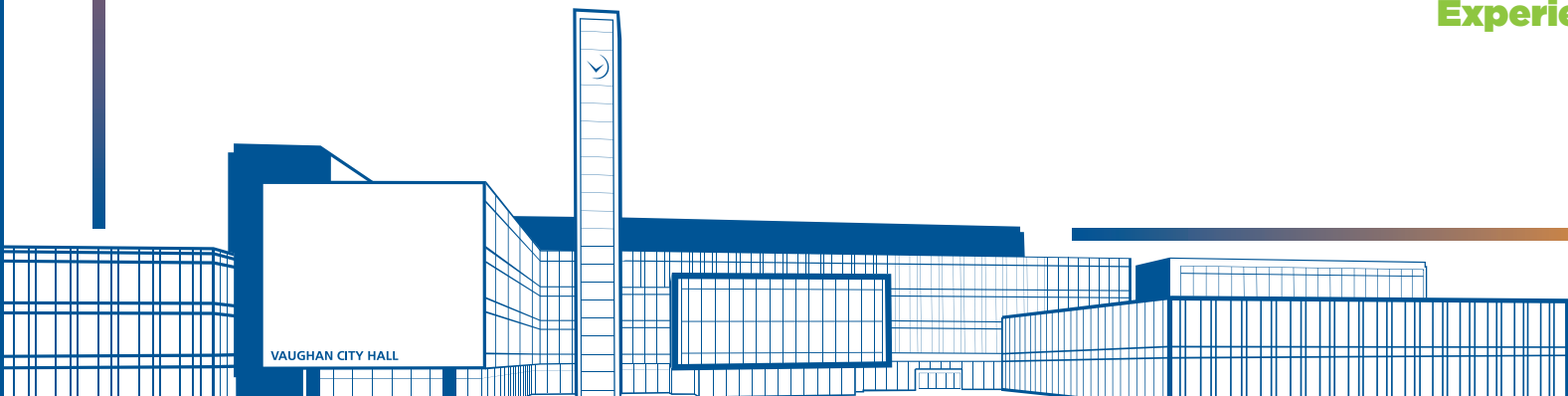
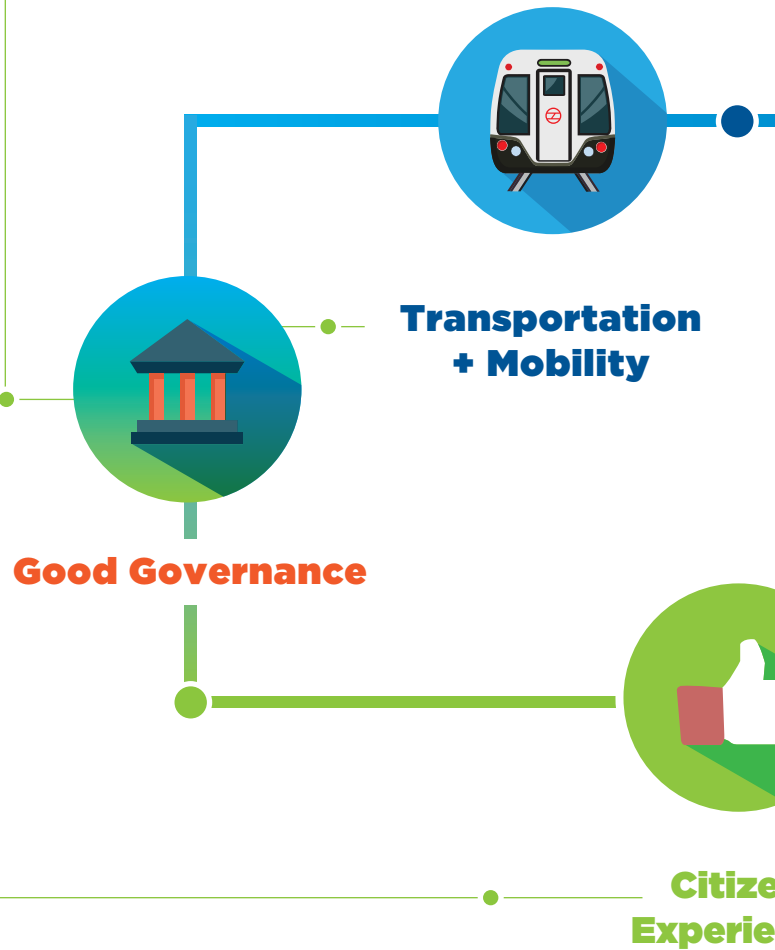
Respect, Accountability and Dedication

# Term of Council Service Excellence Strategic Plan 2018-2022

**Mission** ● —  
Citizens first  
through Service  
Excellence.

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.





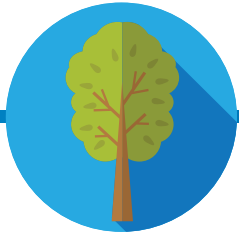
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## Vision

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

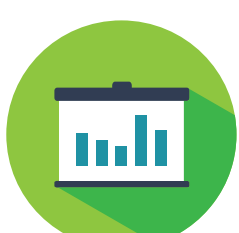


**City Building**

**Environmental Stewardship**

**Active, Safe and Diverse Communities**

**Economic Prosperity, Investment + Social Capital**



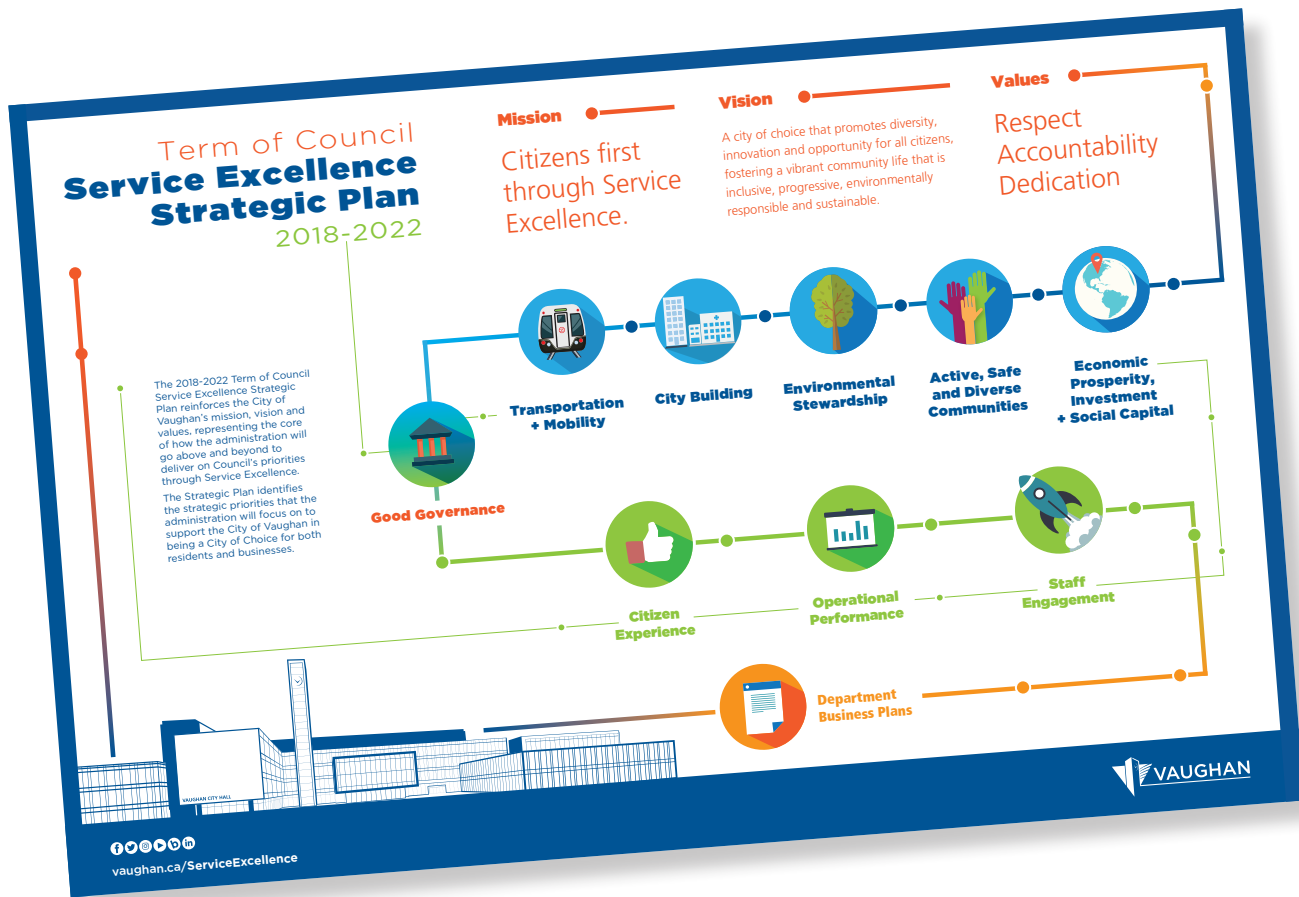
**Finance**

**Operational Performance**

**Staff Engagement**



**Department Business Plans**



## READING THE MAP

The 2018-2022 Term of Council Service Excellence Strategic Plan is best explained through this map – which has many “stops” along the way.

The blue icons (or “stops”) represent the Term of Council Strategic Priorities of Transportation and Mobility; City Building; Environmental Stewardship; Active, Safe and Diverse Communities; and Economic Prosperity, Investment and Social Capital. These are external initiatives.

The green icons represent the Service Excellence Strategic Priorities of Citizen Experience, Operational Performance and Staff Engagement. These are internal initiatives.

The mixed blue/green icon for Good Governance represents the “transfer station” bridging the City’s internal and external initiatives. It guides how the City delivers Service Excellence through responsible and accountable government as it achieves the Term of Council priorities.

This is not a linear map in which each strategic priority is done in sequence. Rather, each area is equally important and conducted simultaneously.

The business plan icon represents the important role this plays in planning of resources and cross-departmental collaboration on key activities to fulfill the priorities.

**READING THE MAP**

The 2018-2022 Term of Council Service Excellence Strategic Plan is best explained through this map – which has many “stops” along the way.

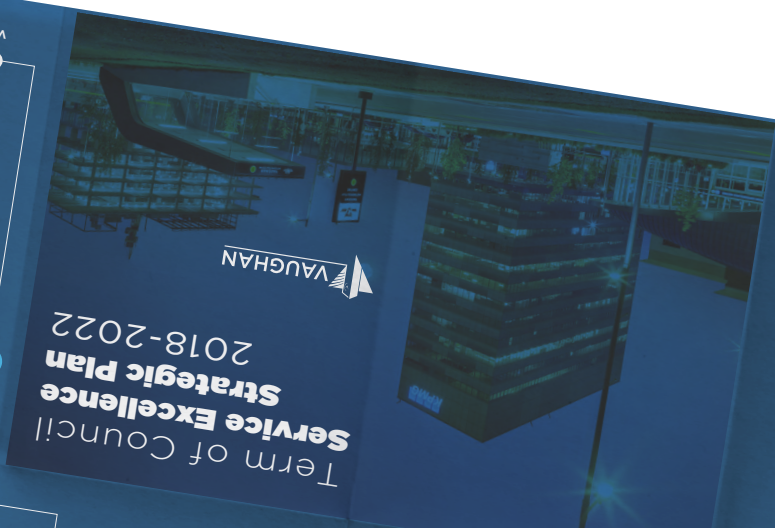
The blue icons (or “stops”) represent the Term of Council Strategic Priorities of Transportation and Mobility, City Building, Environmental Stewardship, Active, Safe and Diverse Communities, Economic Prosperity, Investment and Social Capital, Good Governance, Citizen Experience, Operational Performance, and Staff Engagement.

The green icons represent external initiatives, Strategic Initiatives, and the Service Excellence Operational Performance and Staff Engagement. These are external initiatives that the green icons represent the Service Excellence Strategic Initiatives and the Service Excellence Operational Performance and Staff Engagement. The green icons represent the Service Excellence Strategic Initiatives and the Service Excellence Operational Performance and Staff Engagement.

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This is not a linear map in which each strategic priority is done in sequence. Rather, each area is equally important and conducted simultaneously.

**VAUGHAN.ca/ServiceExcellence**



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 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.

**Transportation and Mobility**

Objective: 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.

**City Building**

Objective: 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.

**Environmental Stewardship**

Objective: 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.

**Active, Safe and Diverse Communities**

Objective: 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.

**Economic Prosperity, Investment and Social Capital**

Objective: 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.

**Good Governance**

Objective: 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.

**Citizen Experience**

Objective: 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.

**Operational Performance**

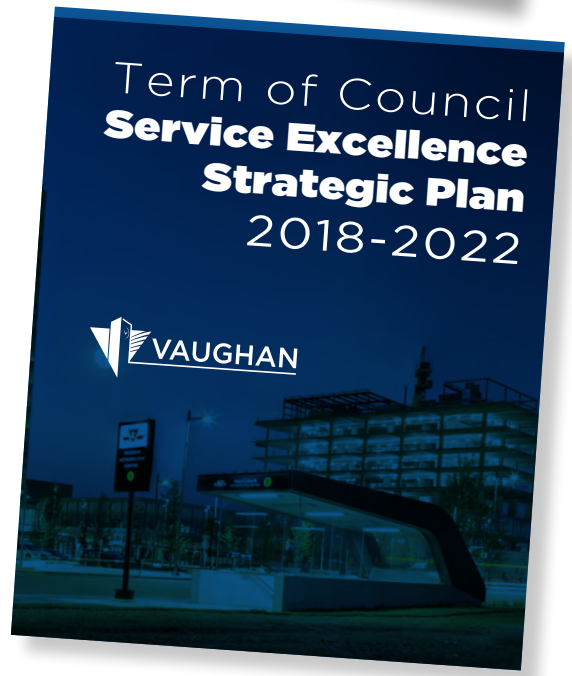
Objective: To continue to foster a culture of continuous improvement, the City will support competencies and practices in innovation and process efficiencies.

**Staff Engagement**

Objective: 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.

● Term of Council Priorities

● Strategic Initiatives





# TERM OF COUNCIL STRATEGIC PRIORITIES



# TERM OF COUNCIL STRATEGIC PRIORITIES



## Transportation and Mobility

**Objective:** 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.

**Themes:**

- Improve local road network
- Support regional transportation initiatives
- Advance active transportation



## City Building

**Objective:** 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.

**Themes:**

- Develop the Mackenzie Vaughan Hospital precinct
- Develop the Vaughan Metropolitan Centre
- Elevate the quality of life through city planning



# TERM OF COUNCIL STRATEGIC PRIORITIES



## Environmental Stewardship

**Objective:** 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.

**Themes:**

- Protect and respect our environment
- Proactive environmental management
- Build the low-carbon economy and a resilient city



## Active, Safe and Diverse Communities

**Objective:** 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.

**Themes:**

- Enhance community well-being
- Enrich our communities
- Maintain safety in our community



## Economic Prosperity, Investment and Social Capital

**Objective:** 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.

**Themes:**

- Advance economic opportunities
- Attract new investments
- Enable a climate for job creation



## Good Governance

**Objective:** 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.

**Themes:**

- Ensure transparency and accountability
- Demonstrate value for money
- Commitment to financial stewardship





# **SERVICE EXCELLENCE STRATEGIC PRIORITIES**

# SERVICE EXCELLENCE STRATEGIC PRIORITIES



## Citizen Experience

**Objective:** 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.

**Themes:**

- Commitment to citizen service
- Transform services through technology



## Operational Performance

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

**Themes:**

- Leverage data-driven decision-making
- Promote innovation and continuous improvement



## Staff Engagement

**Objective:** 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.

**Themes:**

- Empower staff
- Develop leadership
- Manage performance



Vaughan has issued more than **45,000 permits** representing nearly **\$11 billion dollars**

**BUDGET SAVINGS** since 2015 amounted to nearly **\$30 million**

Tax rate increase **no greater than 3%**

Vaughan Council continues to ensure one of the **lowest tax rates in the GTA**

## MEASURING THE RESULTS

As the City of Vaughan continues on its Service Excellence Journey, measuring the progress that is being made on this Strategic Plan is a priority.

Annual progress reports will be provided to Members of Council and the community each March, from 2020 to 2023. The Strategic Plan will continue to be integrated within the budget process, business plans and staff goals. The annual reports will include current performance measures as well as milestones and achievements.

The City is proud to report tremendous progress was made on the 2014-2018 Service Excellence Strategic Plan. Here are some of the highlights.



**VMC TTC subway station NOW OPEN**  
Nearly 15,000 riders daily

## TRANSPORTATION ACHIEVEMENTS:



Viva Rapid Transit



Metrolinx Regional Express Rail (RER)



Kirby GO Station



Highway 427 Expansion





Vaughan is one of the  
**SAFEST**  
**COMMUNITIES**  
IN CANADA



The Mackenzie Vaughan Hospital will be Canada's first 'smart' technology hospital with a capacity of  
**550** beds

Vaughan officially launched a  
**LOBBYIST**  
**REGISTRY**



Nearly  
**200** km  
of NEW roads



A **new policy** allowing  
**secondary suites**  
was approved



More than  
**22,000**  
trees have been planted as part of the City's tree replacement plan



Annual cost savings of  
**MORE THAN**  
**\$266,000**  
at City facilities by reducing energy consumption by over  
**2 million kWh**



Since 2010 Vaughan Business Enterprise Centre has helped entrepreneurs start or expand nearly  
**3,000**  
businesses in Vaughan



The City opened Phase One of the  
**900** acre  
**North Maple**  
**Regional Park**



Since 2010 nearly  
**60,000**  
new jobs were created in Vaughan, making it the **HIGHEST** employment centre in York Region.



Home to the  
**first university**  
in York Region  
**NIAGARA**  
**UNIVERSITY**

**City of Vaughan**  
Office of Transformation and Strategy

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