The Vaughan Momentum Report

The Service Excellence Journey

2016/2017
Message From The Mayor

THE CITY OF VAUGHAN’S GOLDEN ERA

Vaughan is a city on the move. With a downtown core rising from the ground, a new hospital under construction and the subway opening for service starting this December, these and many other exciting projects are changing the landscape of our growing community. With time, focused planning and hard work, we are witnessing the seeds we planted throughout the years now bearing fruit — Vaughan truly is in the midst of a golden era.

As one of the fastest-growing cities in Canada, Vaughan’s journey has been impressive, and I believe the best is yet to come. More people are becoming aware of the Vaughan Advantage and the many reasons why residents are proud to live, work, play and invest here. This Momentum Report highlights how strong governance and sound fiscal management have resulted in a respected community that is recognized as one of the best places in the country to live and do business. The City is committed to providing high-quality programs and services while respecting citizens’ hard-earned tax dollars. We are achieving our goals and embarking on the next step of our path forward, the next chapter of our evolution.

The success we have realized is possible because of our collective contributions. City-building is a team effort. It is through collaboration and cooperation that we are putting Vaughan on the map beyond our borders. By taking charge of our future, we are ensuring that we are building a vibrant city with the financial and economic strength that will have an enduring competitive advantage in attracting the people and businesses to support our continued prosperity.

Our agenda for positive change has proven successful, and I am proud of what we have been able to achieve.
City Of Vaughan Council Members
2014-2018

"As a Council we have had many successes throughout this term."
— Mayor Maurizio Bevilacqua

Our City continues to experience tremendous growth and we are excited about the many changes taking place. We have worked to make progress on the priorities that are important to Vaughan citizens throughout this Term of Council. Construction is underway on the Mackenzie Vaughan Hospital and new developments are taking shape in our downtown, the Vaughan Metropolitan Centre. The TTC Line 1 Extension is opening and is one of several new transit initiatives that will make getting around the community easier for residents and visitors. All of this is contributing to Vaughan’s transformation and our goal of building a world-class city.
The Service Excellence Journey

This is a special year for Vaughan as we make an important milestone - the opening of the Vaughan Metropolitan Centre Station

The City of Vaughan began its Service Excellence Journey two years ago with the introduction of the Service Excellence Strategy Map. It aligns people, priorities, processes and technology with Vaughan’s vision, mission and values. The City is committed to enhancing the citizen experience and how services are delivered to ensure the entire organization uses a consistent approach. The Service Excellence Strategy Map also identifies the priorities for this Term of Council. The Momentum Report highlights the progress Vaughan Council has made on each of these and provides an update on the City’s success so far.

Each year we aim higher in the pursuit of excellence so we can fulfill our vision of creating a place where people want to live, work and play. As a city, we want to be renowned for our first-class administration, transparency, accountability and respect for hard-earned taxpayer dollars. Our commitment to public service and enhancing the citizen experience is what inspires us to continue to achieve great things, take pride in our quality of life and build a strong sense of community.”

— Mayor Maurizio Bevilacqua

Term of Council Priorities

☐ Improve municipal road network
☐ Continue to develop transit, cycling and pedestrian options to get around City
☐ Facilitate the development of the VMC
☐ Support the development of the hospital
☐ Re-establish the urban tree canopy
☐ Invest, renew and manage infrastructure and assets
☐ Continue to ensure the safety and well-being of citizens
☐ Support and promote arts, culture, heritage and sports in the community
☐ Attract investment and create jobs
☐ Create and manage affordable housing options (secondary suites)
☐ Meet Council tax rate targets (no greater than 3%) Update the Official Plan and supporting studies
☐ Continue to cultivate an environmentally sustainable city
☐ Continue to advance a culture of excellence in governance
☐ Establish a lobbyist registry
☐ Enhance civic pride through a consistent city-wide approach to citizen engagement
Great change is happening right across Vaughan. With major developments underway and several transportation projects near completion, there are plenty of options for residents and visitors to get moving, and participate in a healthier and more active lifestyle.

The City of Vaughan is continuing to develop transit, cycling and pedestrian options to improve opportunities for people to move around the City, manage congestion on roads and encourage a healthier and more active lifestyle. This includes a study to update the existing Pedestrian and Bicycle Master Plan. It will build on several existing plans, and includes a robust and transparent engagement process to ensure it reflects the needs of the community. The new Pedestrian and Cycling Master Plan will be transformational — enhancing Vaughan’s livability, moving and connecting people from one end of the city to the other, and providing more opportunities for recreation.

Vaughan is also working closely with its government partners to develop local transit routes and strategies that will support existing communities and ensure easy access to the TTC Line 1 Extension, bringing public transportation to a greater segment of the population. The Concord GO mobility hub study will look at integrating the Highway 7 vivaNext Bus Rapid Transit System, the future Barrie GO rail line and the future 407 transitway to offer even better connectivity to and between these transit services. Infrastructure upgrades are currently underway at the Maple and Rutherford GO Stations in support of Metrolinx’s vision for the Regional Express Rail (RER). It promises two-way all-day GO train service. And, the Ministry of Transportation began construction on Highway 400 to widen it from Major Mackenzie Drive to King Road.

The City also remains committed to ensuring Vaughan’s roads stay in good repair. The 2017 budget included $3.6 million to improve the City’s more than 2,000 kilometres of local roads. Vaughan also continues to protect the walking needs of citizens by maintaining all publicly owned sidewalks along roads and paved trails in parks.

Transportation Achievements

1. **TTC Line 1 Extension**
   
   TTC Line 1 Extension will be open for public ridership in December 2017.

2. **Viva Rapid Transit**
   
   Phase 2 construction west of Edgeley Boulevard to Pine Valley Drive and east of Bowes Road to Yonge Street is underway, expected to be complete by 2020.

3. **Metrolinx Regional Express Rail (RER)**
   
   More peak-period GO train service is coming on the Barrie line, including increased GO bus service.

4. **Highway 427 Expansion**
   
   Heavy construction on the 6.6-kilometre extension from Highway 7 to Major Mackenzie Drive will start in 2018.
Planning Now And For The Future

Secondary suites approved in Vaughan
As part of the City of Vaughan’s commitment to create and manage affordable housing options, a new policy allowing for secondary suites was approved by Vaughan Council this year. It protects the safety and well-being of citizens by making it mandatory for secondary suites to comply with the Ontario Building Code, Ontario Fire Code and Vaughan’s Zoning By-laws.

The regulations are now in effect. Before beginning renovations to incorporate a new or upgraded secondary suite, homeowners should visit Vaughan’s Building Standards department to discuss the plan and obtain the necessary information about zoning and building permit requirements.

Updating the Official Plan
Vaughan is a city of choice for families, young professionals and businesses. It has a variety of amenities, a new downtown on the horizon, a state-of-the-art hospital under construction, greenspaces, and many arts and cultural programs. With the population and employment projected to increase significantly, the City is updating its Official Plan to accommodate growth to the year 2041. The Official Plan provides the land-use and development policies that will guide its future expansion and intensification. It must conform to the Provincial Growth Plan for the Greater Golden Horseshoe and York Region’s Official Plan. The amendments to the Official Plan will be identified through a review of the current Growth Management Strategy and a Municipal Comprehensive Review.

Provincial policies
● Throughout 2016—17, the City of Vaughan played a pivotal role in providing input on the Co-ordinated Land Use Planning Review process. As part of this, the Province of Ontario released the Growth Plan for the Greater Golden Horseshoe, which came into effect in July 2017. It is a long-term plan that works with the Greenbelt Plan, the Oak Ridges Moraine Conservation Plan and the Niagara Escarpment Plan to manage growth, build complete communities, curb sprawl and protect the natural environment.

● The City was instrumental in providing input on Bill 139 – the proposed Building Better Communities and Conserving Watersheds Act, 2017, which proposes changes to the way land-use appeals are handled. It will also influence the Planning Act to give communities a stronger voice in land-use planning.

● The City of Vaughan is working with York Region and the Province of Ontario to implement a new land-use policy framework that will help better manage growth and development in our city.
Building a Downtown From the Ground Up

The transformation continues for Vaughan’s new downtown — the Vaughan Metropolitan Centre (VMC).

The TTC Line 1 Extension and mobility hub are set to open in December. The City is working with transit agencies, York Region and landowners to ensure a smooth opening.

The first mixed-use building, which will be home to PricewaterhouseCoopers (PwC), officially broke ground in 2017. It will feature a 120,000-square-foot flagship YMCA facility as well as a 20,000-square-foot Vaughan Public Library and a 10,000-square-foot City of Vaughan community space. The nine-storey building will sit next to the SmartCentres Place Bus Terminal, near the Vaughan Metropolitan Centre Station.

Other developments are also underway to accommodate new residents including Transit City, the first condominium development at SmartCentres Place. In all, 450,000 square feet of office space is planned or under construction in the VMC.

Edgeley Pond and Park Rendering

Edgeley Pond and Park
Edgeley Pond and Park is the next step in the evolution of the VMC. A first-of-its-kind project for Vaughan, it will combine stormwater infrastructure with vibrant outdoor spaces. The goal is to create a landmark destination in the new downtown — a place where residents and visitors can learn, play and grow. The final design concept will be ready by the end of the year with construction to begin in 2018.

Black Creek Renewal
The renewal of Black Creek is critical for development in the VMC. The final environmental study report is anticipated before the end of 2017 and follows extensive consultation with stakeholders and the public. The vision for the Black Creek corridor is to create a signature location that will attract investment, support urban growth and become a natural heritage feature.

MyVMC.ca
A new website was launched in 2017, dedicated to marketing and promotion of the VMC. MyVMC.ca. The content includes both the current and future experience in the new downtown, as well as living and working in the VMC, development plans, districts and events. A key feature of the site is an interactive 3D map, which allows users to explore the VMC from street-level views.
Mackenzie Vaughan Hospital

Construction is underway on the new Mackenzie Vaughan Hospital. The groundbreaking was held in October 2016 and construction is expected to be complete in 2020. As part of Mackenzie Health’s two-site hospital model, it will provide increased access to state-of-the-art health care closer to home for the residents of Vaughan.

This facility will bring world-class healthcare to Vaughan citizens. It will be the first in Canada to feature fully integrated “smart” technology systems and medical devices that can speak directly to one another to maximize information exchange. The 1.2-million-square-foot hospital will have 350 beds, with flexibility to increase capacity to 550 beds, and set a new standard for care and services.

**Vaughan Healthcare Centre**
The Vaughan Healthcare Centre Precinct Plan provided the framework for the development of Mackenzie Vaughan Hospital and the balance of the City-owned lands. The City has completed the work that was needed to prepare the site. It included watermains, sewers, sidewalks and streetlights on the site at the northwest corner of Jane Street and Major Mackenzie Drive, as well as two new signalized intersections.

**Patient Care Services**

- A state-of-the-art emergency department
- Modern surgical services and operating rooms
- Advanced diagnostic imaging
- Specialized ambulatory clinics and intensive-care beds
- Medicine, birthing (obstetrics), pediatrics, mental health and the York Region District Stroke Centre
- Approximately 90 per cent single-occupancy acute-care patient rooms for infection prevention and control
Building a Sustainable City

Protecting the Environment, Water Quality and Your Property
Vaughan must be prepared to address challenges that come with a growing population and increased and more intense weather-related events. This year, the stormwater charge — which has always been funded through property taxes and the wastewater fee — began appearing as a separate item on the utility bill. It funds important maintenance activities and programs, including inspections, water quality monitoring, stormwater pond sediment cleanout, flood mitigation and climate-change adaptation measures.

Building a Sustainable City
Sustainability means making decisions and taking actions that encourage a healthy environment, vibrant community, and economic vitality for current and future generations. Green Directions Vaughan, the Community Sustainability and Environmental Master Plan, is the vision for a more sustainable city. It influences how and where the City will grow, how people get around, how they live and how the City leads, operates and manages natural resources.

Cultivating Our Urban Forest

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
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<tbody>
<tr>
<td>2015</td>
<td>3,000 residential trees replaced</td>
</tr>
<tr>
<td>2016</td>
<td>6,200 residential trees replaced</td>
</tr>
<tr>
<td>2017</td>
<td>6,200 residential trees are planned for replacement</td>
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Vaughan has made extraordinary progress on rebuilding its urban tree canopy. In fact, the City is ahead of schedule to replace the more than 13,000 residential trees that were identified for removal in 2015 because of the 2013 ice storm, ongoing damage caused by Emerald Ash Borer (EAB) and other pests, as well as natural tree mortality.

Vaughan: Leading by Example

- More than 19,000 people participated in environmental outreach events such as Earth Hour, 20-Minute Makeover and Environmental Days in 2017.
- The City’s electric-vehicle charging stations expanded with new units installed at the Joint Operations Centre.
- Five hectares of land purchased by Alectra Utilities have been deeded to the Toronto and Region Conservation Authority for ecological restoration.
- The City introduced a new community garden at Vaughan City Hall.
- Alectra Utilities tracked more than 340 rooftop solar installations in Vaughan with a generation capacity of more than 16,200 kilowatts.
- LED streetlight replacements will save the City an estimated 9,000 MWh annually and approximately $1.5 million in electricity costs each year once completed.
Job Growth Equals Strong Economy

The City of Vaughan is committed to pursuing opportunities that will strengthen its local economy and global reach. Businesses choose Vaughan because it has a lot to offer – location, growing customer base, and an educated and skilled workforce.

Since 2006, there has been an increase of 3,301 businesses in Vaughan from 8,069 to 11,370 or a jump of 3.5 per cent in business growth. Small business continues to be a significant economic driver, making up more than 80 per cent of all the companies in Vaughan. For the last 10 years, Vaughan has had the highest average annual employment growth and the second highest business growth within York Region. Employment has surpassed the national (0.4 per cent), provincial (0.5 per cent) and regional (3.1 per cent) growth rates between mid-2015 and mid-2016, growing by 3.6 per cent.

Entrepreneurial Hub

Vaughan’s suite of entrepreneurial services continues to grow. This year, eight local entrepreneurs received commercialization support through the Vaughan Business Enterprise Centre (VBEC) and Ontario’s Ministry of Economic Development and Growth, in partnership with the Vaughan International Commercialization Centre (VICC), a program led by Economic Development and Culture Services.

These commercialization-stage companies were able to access opportunities to test their new products in real-life settings, join a co-working office space, and received mentorship and guidance from seasoned business owners and consultants.

Through all stages of growth — from creating a business plan and finding the right location to testing a new product and establishing market channels — VBEC and Economic Development and Culture Services provide support to Vaughan’s vibrant entrepreneur community.
Celebrating the Past, Present and Future

Canada 150 was an opportunity to celebrate the country’s birthday, as well as highlight the people, places and events that have shaped, and continue to shape, Vaughan’s culture and identity.

With grant monies received from the federal government’s Canadian Heritage Canada 150 Fund, the City introduced several different projects and enhanced programming to give residents a chance to share in the celebration of a lifetime. To commemorate Canada’s 150th anniversary, Vaughan created a beautification plan to decorate various sites with hanging baskets, flower pots, flags and flower beds.

Vaughan also received a $25,000 grant through the CN EcoConnexions From the Ground Up program, which funded local tree-planting projects, as well as a special plaque and three ceremonial trees.

Celebrating diversity
As a multicultural community, the City promotes equality, inclusiveness, respect and tolerance for everyone who lives here. Festive celebrations like the Christmas Tree Lighting, Chinese New Year and Menorah Lighting Ceremony have become annual traditions.

NORTH MAPLE REGIONAL PARK
This year, the City broke ground on Phase 1 development of North Maple Regional Park. As the largest and most ambitious park development project in Vaughan’s history, the 81-hectare (200-acre) property is envisioned to be a city-wide cultural and recreational destination that features a variety of year-round uses for residents and visitors to enjoy. The park is scheduled to be open for public use by the summer of 2018 with planning for future phases of development in progress.

Pierre Berton Heritage Centre
The Pierre Berton Heritage Centre will offer visitors an engaging, interactive experience of Canada’s national story, driven and inspired by the work of one of Canada’s preeminent authors and media pioneers. Pierre Berton was a writer, broadcaster, columnist and editor who lived in Kleinburg for more than 50 years. He was an active member of the community, a supporter of local events, an environmentalist and a champion of the Canadian identity.

Other Key Parks Development projects and initiatives

- **Active Together Master Plan**
  An update is underway to shape future planning for parks, open spaces, recreation services and libraries.

- **District parks**
  Development of Chattfield District Park will start in 2017 and planning for additional district parks is in progress.

- **Parks Redevelopment Strategy**
  Work is underway to plan the renewal and redevelopment of park facilities and aging parks throughout the City.

- **Vaughan Metropolitan Centre (VMC)**
  Park development includes the construction of Transit Square and TTC Plaza, and design plans for Edgeley Pond and Park.

- **Vaughan Super Trail**
  Council endorsed the concept of establishing a 100-kilometre trail system that connects all corners of the city to major destinations.

- **Canada 150 Grant Projects**
  Park improvements are being completed at five locations to celebrate Canada 150 including the installation of new playgrounds, shade shelters and a new boardwalk.
Excellence in Governance:

Establishing a Lobbyist Registry

As part of the City of Vaughan’s commitment to transparency and accountability, a Lobbyist Registry was introduced in January 2017. Lobbying activities have been registered through an online portal on a voluntary basis for the year to educate and train stakeholders.

The registry is an effective tool that allows the public access to information on who is meeting with decision makers. The lobbying of Members of Council and staff on municipal issues can be beneficial to the public process by providing the perspective of other stakeholders.

In January 2018, the Lobbyist Registry will become mandatory and a Lobbyist Registrar will be in place to administer the system. Suzanne Craig was appointed by Council and will take on this position in addition to her role as Integrity Commissioner.

**Her expanded role includes:**

- Providing advice, opinions and interpretations regarding the Lobbyist Registry.
- Conducting investigations or inquiries to determine if the Lobbyist Registry By-law has been contravened.
- Suspending or revoking a registration.
- Enforcing the Lobbyist Registry By-law.

Vaughan is among an elite group when it comes to transparency and accountability. Out of 444 municipalities in Ontario, the City is...

1 of 38
To have an Integrity Commissioner.

1 of 19
To have an Internal Auditor.

1 of 8
To have an anonymous reporting system.

1 of 6
To voluntarily implement a Lobbyist Registry.

"Trust and accountability are key priorities at the City of Vaughan. I championed the creation of a lobbyist registry because I believe in an open government."

— Mayor Maurizio Bevilacqua
Public safety is one of the highest priorities for the City of Vaughan. Emergency services are vital to the well-being of citizens and our community. Vaughan Fire and Rescue Service demonstrates this every day with a commitment to protecting lives and property. This year, the City celebrated the opening of joint Fire Station 7-3 and Paramedic Response Station 31. The state-of-the-art station will improve co-ordination of resources and enhance efforts to bring emergency services closer to the surrounding community.

The By-law and Compliance, Licensing and Permit Services department provides enforcement and animal services for the City.

By-laws are put in place to ensure a safe and orderly community for all who live, work and play in Vaughan. Officers patrol the community and investigate complaints to ensure by-laws are being followed. The City is undergoing a review to create new by-laws and update some of the existing ones. This process will help address community needs and concerns, and ensure residents feel safe and understand their rights.

Join the conversation
Vaughan citizens are encouraged to have their voices heard and participate by visiting the City’s Twitter, Facebook, Instagram, YouTube and blog sites. Information and stories about Vaughan are always being updated and there are opportunities to provide input and ideas on projects and initiatives. Residents can sign up for City Update, the City’s eNewsletter, to learn more about new programs, meetings and events.

The City also has 10 digital signs across Vaughan as another tool to help keep the community informed. They are located at City Hall, the Joint Operations Centre, community centres and fire halls.

Vaughan residents can also attend public meetings, including Council and committee meetings, to stay informed. Dates, times and agendas are posted online.
Delivering Service Excellence Through Fiscal Responsibility

The City of Vaughan is focused on improving service delivery, managing growth and delivering services more effectively and efficiently.

The 2017 budget achieved $3.3 million in savings and positioned the City to deliver on Council’s priorities to move Vaughan forward while meeting Council’s direction to not raise property taxes by more than three per cent each year in this term of Council.

Healthcare Centre Precinct Plan – Development Levy

Based on the current levy rate, the $80-million contribution — necessary to cover the cost of the City’s portion for the Vaughan Healthcare Centre Precinct land, development and servicing to prepare the site for the Mackenzie Vaughan Hospital — will be recovered within approximately seven years or by 2022, which is seven years earlier than initially planned.

Where Does Your Tax Dollar Go?

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<tr>
<th>Region of York</th>
<th>City of Vaughan</th>
<th>Province of Ontario</th>
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<tr>
<td>48%</td>
<td>28%</td>
<td>23%</td>
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Hospital Precinct Development Levy

Budget Highlights

To support City operations and continued growth, the City’s budget includes the following highlights:

- $16.9 million for environmental sustainability
- $3.6 million for improving roads
- $9.7 million for arts, culture, heritage and sports
- $2.5 million for tree replacement
- $8.3 million for the Vaughan Metropolitan Centre
- $5.9 million for developing transit, cycling and pedestrian options
- $0.5 million for citizen safety
- And many other programs and services
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