



Improving upon Operational Performance helps to ensure a high performing organization, which delivers programs and services to residents and businesses in an efficient and effective manner. This strategic goal is supported by focusing on effective service delivery through continuous improvement initiatives and financial sustainability. Operational efficiency will continue to be monitored and measured using refined corporate performance measures that assess the impact of these continuous improvement initiatives.

A sound financial framework, supported by the Financial Master Plan and Development Charge Background Study, will ensure sustainable fiscal policies and improve the management of assets.

Operational Performance

LEGEND: ✓ Completed ● On Track ▲ Issue Identified ● On Hold/Not Started

STATUS	ACTIVITIES
●	Effective Service Delivery – Animal Service and Wildlife Program Review
✓	Effective Service Delivery – Animal Shelter Lease Hold
●	Effective Service Delivery – Building Permit Operations Review and Enhancement
●	Financial Sustainability – Development Charge Background Study
●	Financial Sustainability – Fiscal Framework
●	Performance Measurement – Corporate Performance Measurement in Support of the Term of Council Priorities
●	Performance Measurement – Sustainable Development Performance Metrics
●	Procurement Modernization
●	Workforce Management System Business Case
✓	Effective Service Delivery – Performance-based Contract for Winter Maintenance
✓	Effective Service Delivery – Performance-based Contract for Solid Waste Delivery

KEY ACCOMPLISHMENTS

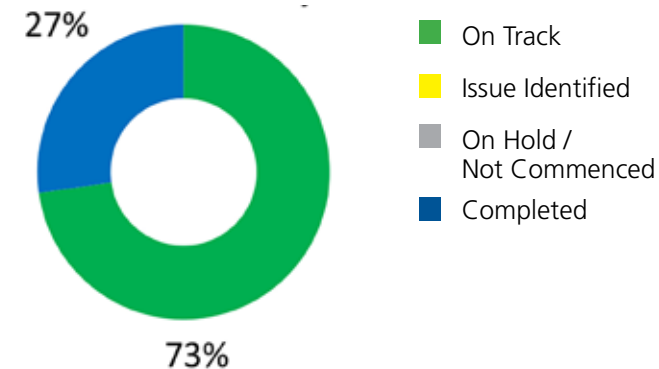
- Vaughan's new winter maintenance contract came into effect on November 1
- A media event was held on Nov. 14 to raise awareness for the performance-based contract
- Corporate performance measures are being developed and aligned with the Term of Council Service Excellence Strategy Map

ISSUES

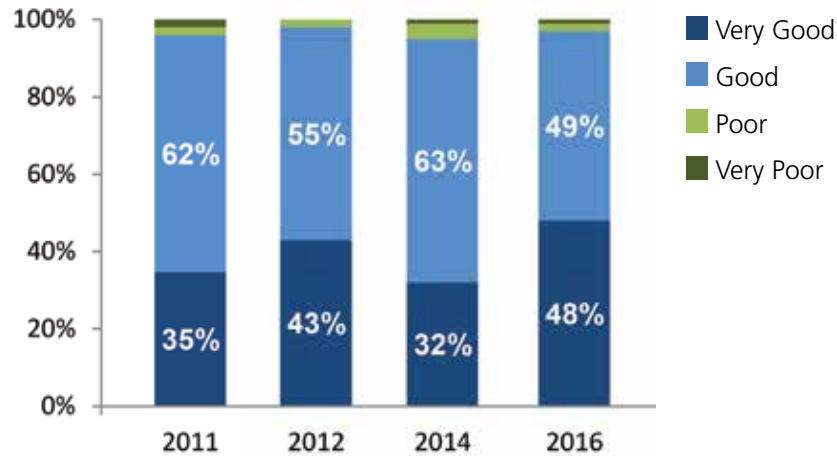
- None

Key Performance Measures

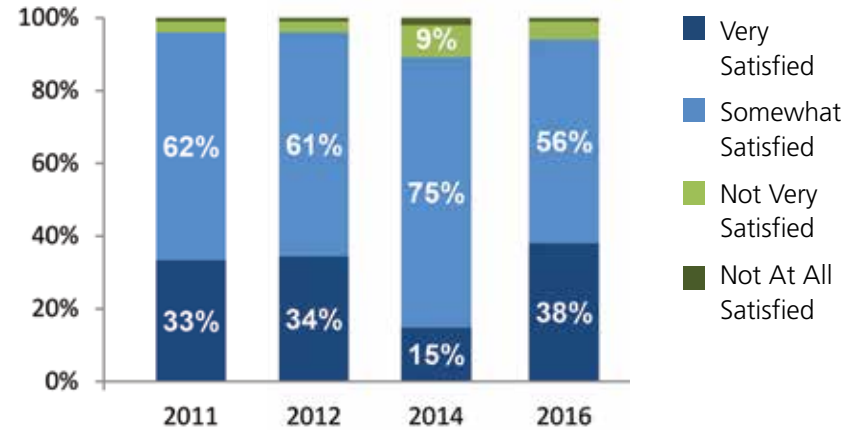
Activity Status:



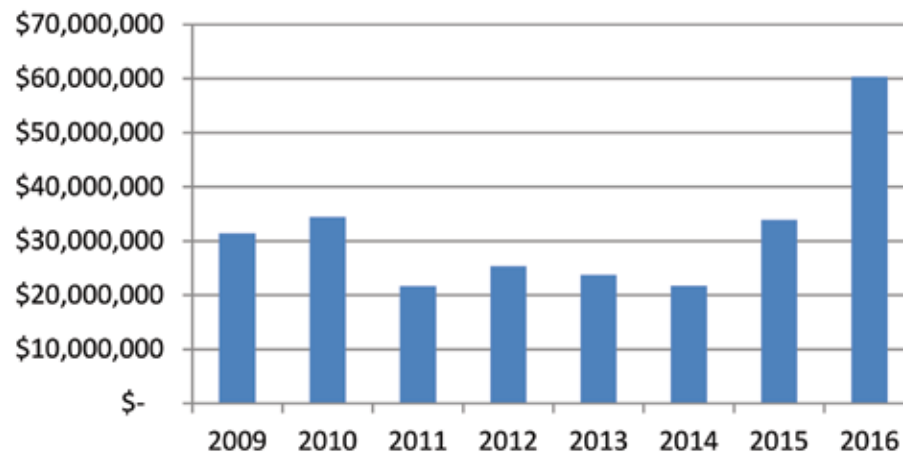
Overall Perception of Quality of Life



Overall Satisfaction with City Services



Dollar Value of Development Charges Collected for the City



HOW IS THE CITY DOING?

The majority of activities (73 per cent) that support this Service Excellence Strategic Initiative are on track. Three activities (27 per cent) have been completed as of December 2016.

Residents have consistently rated the perceived quality of life in Vaughan as good or very good. The 2016 Citizen Satisfaction Survey identified a 16 per cent increase in the perception of quality of life as being very good since the 2014 survey.

After a decline in the 2014 survey, the number of residents who feel very satisfied with the overall level of service provided by the City has increased to a five-year high of 38 per cent. The overall percentage of resident satisfaction with City services in the 2016 Citizen Satisfaction Survey is consistent with the results of the 2011 and 2012 surveys.

In 2016, major high-rise developments contributed to a larger than average collection of funds through development charges paid to the City of Vaughan. At \$60,331,680, the City's share of development charges for 2016 more than doubled the dollar value collected in 2011, 2012, 2013 and 2014.

