



2022-2026 TERM OF COUNCIL

Service Excellence

Strategic Plan

City of Vaughan



Citizens **first** through service excellence

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Message from the Mayor

The City of Vaughan's 2022-2026 Term of Council Service Excellence Strategic Plan reflects our shared commitment to putting citizens first. As a document, it is hopeful, collaborative and forward-looking; but it is more than that. It's a guide to ensuring the City's momentum continues, our residents and businesses thrive, and municipal government remains transparent and accountable to the people it serves.

Vaughan has made tremendous strides in its city-building efforts. After a decade-long journey, Cortellucci Vaughan Hospital opened its doors as a full-service community hospital in 2021 and serves as the anchor of the Vaughan Healthcare Centre Precinct. It is the first net-new hospital built in Ontario in more than three decades and is an incredible source of pride for our city.

The Vaughan Metropolitan Centre (VMC) continues to rise to new and unprecedented heights. Our emerging downtown is home to several transformational projects, including the VMC Subway, high-rise towers and commercial office buildings, which have created thousands of jobs, public art projects and vibrant community event spaces.

The 900-acre North Maple Regional Park is larger than New York City's Central Park and is our most ambitious park development yet.

We remain focused on advancing long-lasting urban design and public spaces that foster community well-being and improve quality of life.

We know community safety is an issue of critical concern for local families, which is why it is identified as an area of focus for the 2022-2026 Council Term. Tackling crime and ensuring Vaughan remains safe is a priority for all Members of Vaughan Council.



Public consultation was a key piece of developing the City of Vaughan's 2022-2026 Term of Council Service Excellence Strategic Plan – hundreds and hundreds of staff and residents offered feedback on how the City's Strategic Plan should evolve.

This incredible work is the result. I want to express my thanks to everyone in our administration whose efforts led us to this report, which will serve as Vaughan's guide into the future.

A handwritten signature in blue ink that reads "Steven Del Duca". The signature is fluid and cursive.

Steven Del Duca

Mayor of Vaughan

Message from the City Manager

The City of Vaughan is committed to living our mission, vision and values to provide efficient service delivery and maintain a high quality of life in this city. Our greatest resource is our staff – people who work around the clock to deliver Service Excellence to residents, businesses and one another.

The 2022-2026 Term of Council Service Excellence Strategic Plan defines how we are moving forward with Council-approved initiatives, fostering communication between colleagues and enhancing front-line customer service. We are building on the success of our previous plan, and you may notice many of the priorities look familiar. This is because Council, staff and citizens told us these areas continue to be important to them and are vital to our city-building journey.

With this renewed direction, we are strengthening our momentum to advance key projects, provide essential programs and services, and, most importantly, follow through on our mission of Citizens First Through Service Excellence.

The City's evolution is the result of our ongoing pursuit of new and innovative ways to get the job done effectively and efficiently while maintaining integrity and fiscal responsibility. This has been fundamental to our ongoing growth and has positioned Vaughan as a municipal leader in the Greater Toronto Area and beyond.



On behalf of the entire Senior Leadership Team – Executive, I would like to thank every member of the Vaughan team who contributed to the achievements made to date and will guide our shared success throughout this Term of Council.

A handwritten signature in blue ink that reads "Nick Spensieri". The signature is fluid and cursive.

Nick Spensieri

City Manager


About Vaughan

With a population of more than 340,000 residents, Vaughan is 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 2042, Vaughan will grow to 489,000 people and 307,000 jobs. It is home to more than 19,000 businesses that employ more than 236,000 people. It is also a multicultural community home to more than 217 ethnic or cultural origins with 113 different languages spoken.

We respectfully acknowledge that the City of Vaughan is situated in the Territory and Treaty 13 lands of the Mississaugas of the Credit First Nation. We also recognize the traditional territory of the Huron-Wendat and the Haudenosaunee. The City of Vaughan is currently home to many First Nations, Métis and Inuit people today. As representatives of the people of the City of Vaughan, we are grateful to have the opportunity to work and live in this territory.

The quality of life is very high. In fact, the results from the 2022 Citizen Survey reveal 94 per cent of residents agree the quality of life is good here. The majority of citizens are satisfied with the delivery of City services, with 87 per cent saying so.

2022 Citizen Survey Results

94% are satisfied with the quality of life in Vaughan 

88% overall satisfaction with services

88% believe they receive good value for their tax dollars

87% satisfaction with service delivery

84% satisfaction with accessibility of services

Satisfaction with Individual Services



99% are satisfied with fire services



96% are satisfied with local public libraries



92% are satisfied with off-road multi-use/nature trails



92% are satisfied with recreation and fitness programs



90% are satisfied with recreation and fitness facilities



90% are satisfied with arts and culture



89% are satisfied with garbage, recycling, organics and yard waste collection



88% are satisfied with online services

About the Plan

The 2022-2026 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 achieving the long-term vision for Vaughan. This plan builds off the 2018-2022 plan, continuing to align people, priorities, processes and technology. It outlines Vaughan's vision, mission and values, and identifies the strategic priorities, goals and key activities staff will focus on to enable the execution and implementation of projects related to Council's commitments to the citizens of Vaughan.

The 2022-2026 Term of Council Service Excellence Strategic Plan is aligned with the 2023 Budget and 2024-2026 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 2022 Citizen Survey results
- ▶ The 2022 Business Survey results
- ▶ The 2023 business plans from each portfolio, office and department
- ▶ The 2023 Budget and 2024-2026 Financial Plan
- ▶ The priorities identified by the Mayor and Members of Council
- ▶ Staff and community survey results
- ▶ Public engagement opportunities throughout 2022

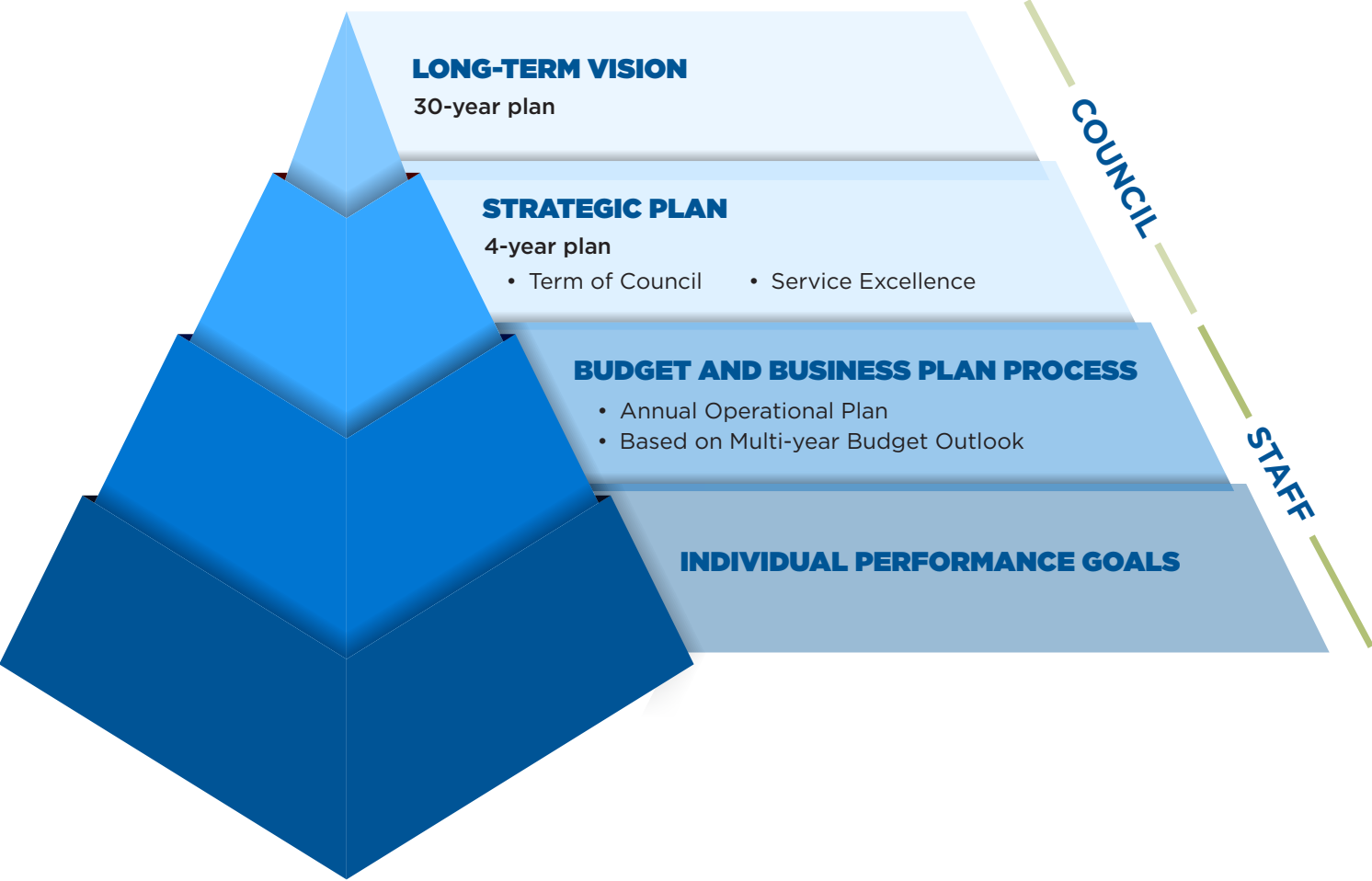


Governance and Accountability Framework

The 2022-2026 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 internal and external reporting is imperative to the City's success in achieving this four-year plan.

In addition to a sound governance structure to oversee the execution of the strategic plan, the framework ensures accountability through regular monitoring and reporting

of results based on the Objectives, Key Activities, Results (OKR) methodology. The OKRs, in conjunction with the City's Corporate Performance Measurement program, provide an integrated approach for strategic planning, business planning, staff performance planning, measurable results and indicators of success.



Breaking Down the Strategic Plan

The 2022-2026 Term of Council Service Excellence Strategic Plan is guided by the City’s mission, vision and values.

It is then divided into seven strategic priority areas:



Transportation and Mobility



Community Safety and Well-being



City Building



Economic Prosperity and Job Creation



Environmental Sustainability



Service Excellence and Accountability



Active, Engaged and Inclusive Communities

The priority areas are divided into 21 objectives that articulate the strategic direction this Term of Council will focus on. The objectives enable the organization to cascade the strategic priorities into operational and individual performance goals that are clear, focused and measurable.



2022-2026 City of Vaughan Members of Council

First row, left to right: Gila Martow, Ward 5 Councillor; Chris Ainsworth, Ward 4 Councillor; Rosanna DeFrancesca, Ward 3 Councillor; Adriano Volpentesta, Ward 2 Councillor; Marilyn lafrate, Ward 1 Councillor
 Second row, left to right: Gino Rosati, Local and Regional Councillor; Linda Jackson, Deputy Mayor, Local and Regional Councillor; Steven Del Duca, Mayor; Mario Ferri, Local and Regional Councillor; Mario Racco, Local and Regional Councillor

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
Dedication



TRANSPORTATION
AND MOBILITY



CITY
BUILDING



ENVIRONMENTAL
SUSTAINABILITY



ACTIVE, ENGAGED AND
INCLUSIVE COMMUNITIES



COMMUNITY SAFETY
AND WELL-BEING



ECONOMIC PROSPERITY
AND JOB CREATION



SERVICE EXCELLENCE
AND ACCOUNTABILITY



2022 - 2026 TERM OF COUNCIL

STRATEGIC PLAN

CITIZENS FIRST THROUGH SERVICE EXCELLENCE

Reading the Plan

The Service Excellence wheel moves forward, propelled by the Term of Council priorities towards achieving the City's mission: Citizens First Through Service Excellence. All the pillars work in unison to drive the City of Vaughan into the future championing Service Excellence.

The use of the colour blue intentionally denotes a feeling of trust, loyalty and responsibility while staying grounded in our City branding. The highlights of green represent a hopeful future. Green is the colour of life, renewal and energy, and it's strategically used in the middle as the core of our strategic priorities. The use of circles signifies unity, integration and wholeness while remaining dynamic, yet safe. The deliberate use of triangles means growth, action, progress and a future-focused City committed to innovation with purpose.



Our Priorities

Transportation and Mobility

Goal Statement

Improve the reliability and safety of Vaughan's road network and infrastructure.

Objectives

- ▶ Improve Vaughan's road/street network
- ▶ Advocate for improved public transit
- ▶ Improve active and emerging modes of transportation



City Building

Goal Statement

Build a world-class city based on good planning and urban design principles, which foster community well-being.

Objectives

- ▶ Grow Vaughan as a complete community with a focus on quality of life
- ▶ Engage in long-term planning and policy development to meet the city's housing needs
- ▶ Continue to invest in making Vaughan a "Smart City"



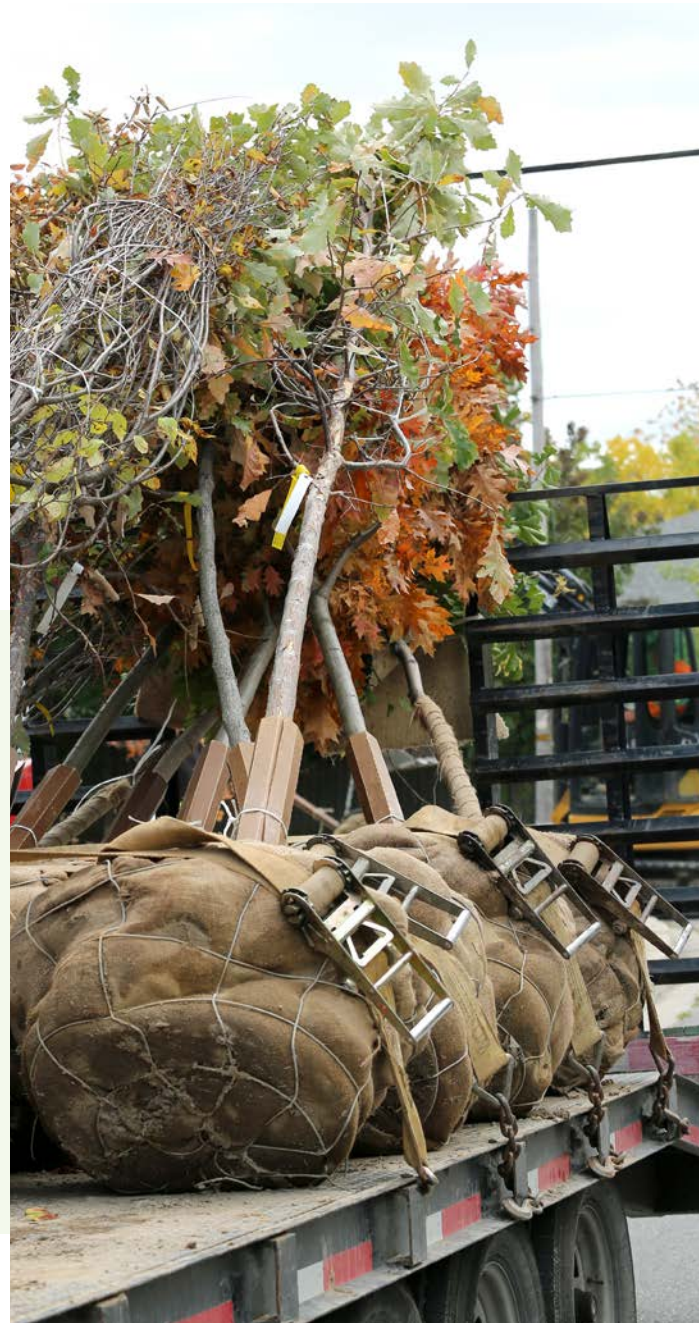
Environmental Sustainability

Goal Statement

Protect the environment and foster a sustainable future through our social and economic initiatives.

Objectives

- ▶ Advance stewardship of green infrastructure
- ▶ Support community and corporate sustainability initiatives
- ▶ Invest in climate change mitigation and resilience



Active, Engaged and Inclusive Communities

Goal Statement

Ensure Vaughan is a vibrant, diverse, inclusive and equity-based community for all.

Objectives

- ▶ Develop the City as a diverse, equity-based and inclusive community
- ▶ Ensure ongoing commitment to Indigenous relations and reconciliation
- ▶ Build Vaughan as an active, engaged, creative and culturally vibrant community



Community Safety and Well-being

Goal Statement

Foster a high quality of life in Vaughan through safe and healthy communities.

Objectives

- ▶ Enhance community safety in collaboration with Regional/Provincial/Federal partners
- ▶ Continue to provide comprehensive fire protection and emergency services
- ▶ Continue to implement the By-law Strategy



Economic Prosperity and Job Creation

Goal Statement

Ignite economic prosperity and advance Vaughan as an entrepreneurial City.

Objectives

- ▶ Empower the local business community to grow in Vaughan
- ▶ Promote Vaughan's economy as transformative, ambitious and purpose-driven
- ▶ Undertake strategic initiatives to bolster the local economy and future investment



Service Excellence and Accountability

Goal Statement

Provide exceptional citizen-focused services through continuous improvement, innovation, transparent and accountable decision-making, responsible financial management, and effective administration and communication.

Objectives

- ▶ Committed to citizen service excellence as an innovative, data-driven service organization
- ▶ Ensure financial sustainability and an effective and efficient administration
- ▶ Ensure Vaughan is an inclusive and equity-based employer of choice



Measuring the Results

As the City of Vaughan continues on its Service Excellence journey, measuring the progress 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 2024 to 2026. 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.

Follow the progress at
vaughan.ca/ServiceExcellence.

City of Vaughan
Office of Transformation and Strategy

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