

VISION

Strong, Caring, Safe Communities

NOTE: Draft content to be finalized through consultations





Chairman & CEO
Wayne Emmerson

A Message from York Region Chairman and CEO and Members of Regional Council

Vision represents York Regional Council's commitment to the community to realize the quality of life our residents want, now and in the future.

Vision documents our aspirations for a perfect York Region – that of strong, caring, safe communities. It is the outcome of more than two years of outreach and engagement with our residents, partners and staff, listening closely to ensure we truly understood and captured what residents wanted and needed, today and tomorrow.

The Vision document is also a recognition of our accountability to the community. It is the north star that aligns all work we do and guides the practices of our ambitious and productive workforce of more than 4,900 staff. From this Vision document flows the actions and measurements captured in our

Corporate Strategic Plan, departmental plans and, ultimately, the performance plans of each one of our staff members.

We acknowledge York Region is on the traditional territories of the Wendat, the Haudenosaunee and the Anishinaabe People, whose presence here continues to this day. We also acknowledge York Region is the treaty lands of the Mississaugas of the Credit and thank them and other Indigenous Peoples for sharing their land with us. The Chippewas of Georgina Island First Nation is our closest Indigenous community.

With great mindfulness of the past and great hope for the future, we are proud to share our Vision with you and invite you to join us in achieving this Vision for the future.



Mayor
Frank Scarpitti
Markham



Regional Councillor
Don Hamilton
Markham



Regional Councillor
Jack Heath
Markham



Regional Councillor
Joe Li
Markham



Regional Councillor
Jim Jones
Markham



Mayor
David Barrow
Richmond Hill



Acting Mayor
Joe DiPaola
Richmond Hill



Regional Councillor
Carmine Perrelli
Richmond Hill



Acting Regional Councillor
Godwin Chan
Richmond Hill



Mayor
John Taylor
Newmarket



Regional Councillor
Tom Vegh
Newmarket



Mayor
Maurizio Bevilacqua
Vaughan



Regional Councillor
Mario Ferri
Vaughan



Regional Councillor
Gino Rosati
Vaughan



Regional Councillor



Mavor



Regional Councillor



Mavor



Mavor



Mavor

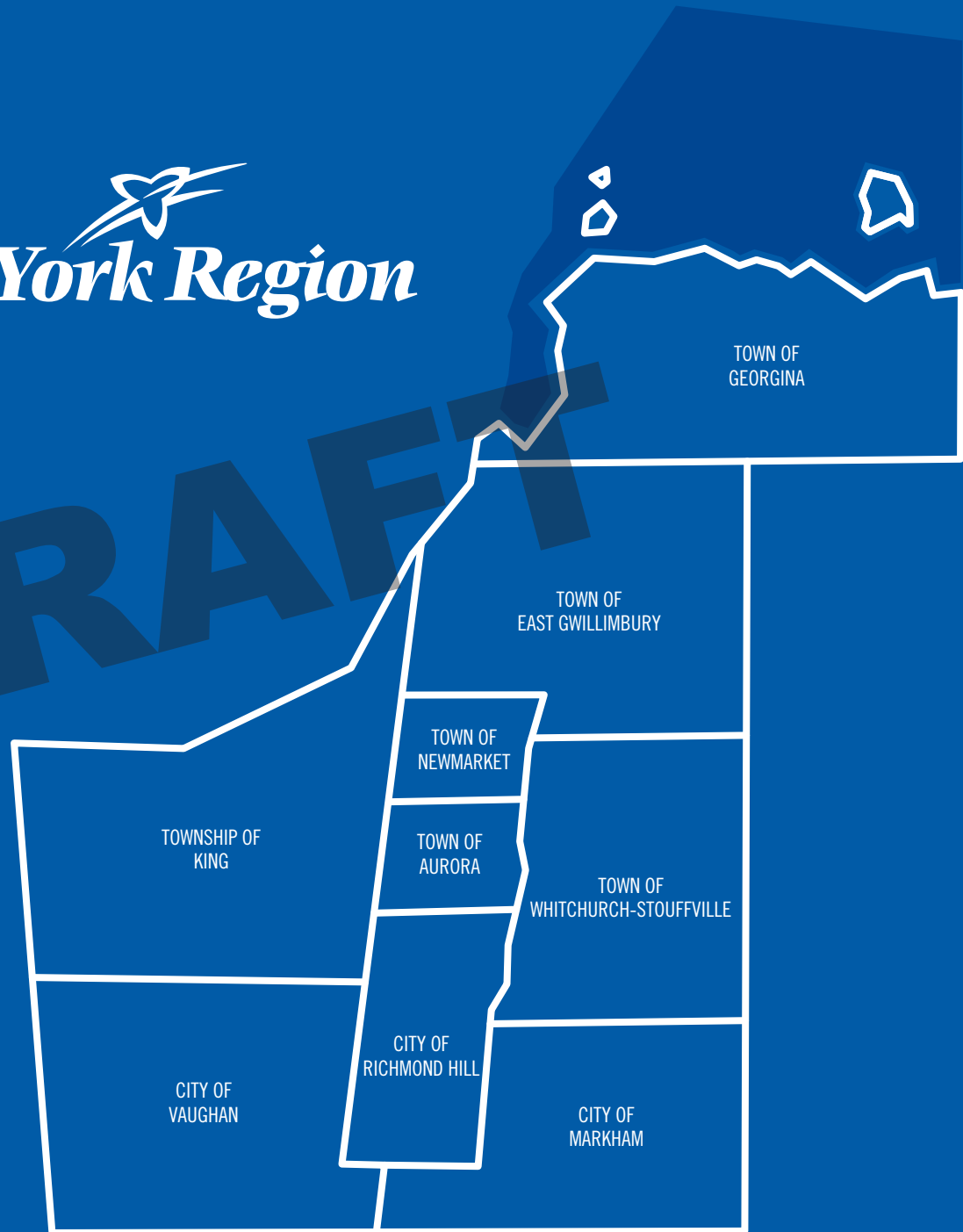


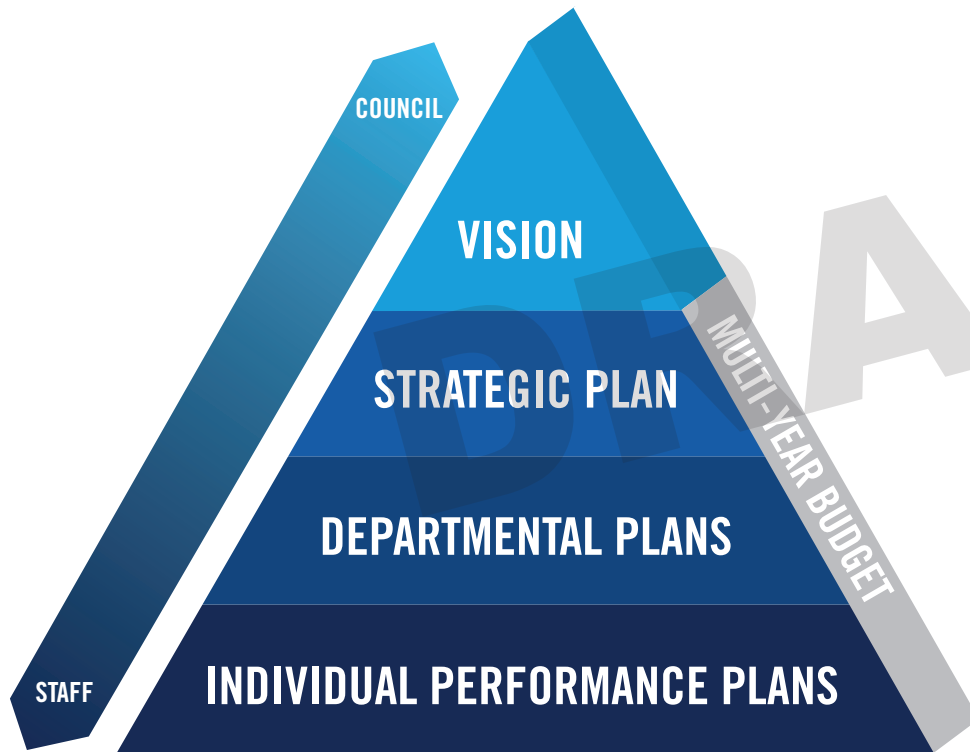
Mavor

**STRONG
CARING
SAFE
COMMUNITIES**



DRAFT





This diagram illustrates York Region's accountability framework and shows how Vision guides all corporate plans.

What is York Region's Vision?

York Region's Vision expresses Council's commitment to strong, caring, safe communities. It is a statement of our ideal future. It is ambitious, optimistic and aspirational.

Vision serves as the guiding star for the Region's corporate planning activities. It ensures all York Region staff are working in the same direction, regardless of their role or function within the organization. It guides Regional Council's decision making towards achieving the kind of community York Region residents want, now and in the future.

Vision has a long-term outlook well beyond the time frames of the Region's more time-bound documents, such as the 4-year Strategic Plan and Multi-Year Budgets, and the Region's statutory obligations to plan for population and employment growth with a 30-year outlook. In contrast to these documents and plans, Vision looks well into the future to set the direction today for the kinds of communities in which we aspire to create, work and live.

YOUR **community**
YOUR **ideas**
YOUR **future**

York Region staff listened closely to residents, partner agencies and key stakeholders to create this Vision.

This included outreach to every household in York Region through the Region's print publication, York Region Matters, along with more than 3,500 direct engagements with stakeholders. Community members came together in person to enjoy walk and talks with the Chief Planner; York Region's social agencies and police service came together for consultations; and futurist and planning sessions were held with Council and senior management by renowned experts in the field.

We surveyed residents to better understand their preferences, needs and opinions in a way that ensured the survey sample and responses were reflective of the actual population of York Region, all the way from age, gender and education to diversity. We learned that residents felt we are living up to our Vision statement of Strong, Caring, Safe Communities, and most residents felt the quality of life here in York Region was excellent and safe.

We heard about what residents wanted most for our communities in the future, including walkable and compact communities; employment opportunities;

spaces and services for social connections; and protection for the Region's natural environment. We listened to the good and the bad, recognizing that key issues facing our Region were those of housing affordability and the need for more robust transportation options.

And we recognized how the Region has evolved and continues to evolve, with new trends appearing such as an increased need for innovation, digitization, connectivity, inclusivity, resiliency, equality, social cohesion and prosperity.

We also listened to the concerns of a Region that was living through a global pandemic and the increased focus on public health measures and economic prosperity.

To the 1.2 million residents of York Region, including all those who personally responded to, communicated with, and took part in these listening events:
Thank you.

This Vision does not belong to Regional Council alone. It belongs to all of us. It reflects 1.2 million aspirations for tomorrow.

The Evolution of Vision

The Vision you hold in your hands is the next step in a long history of visioning by York Region.

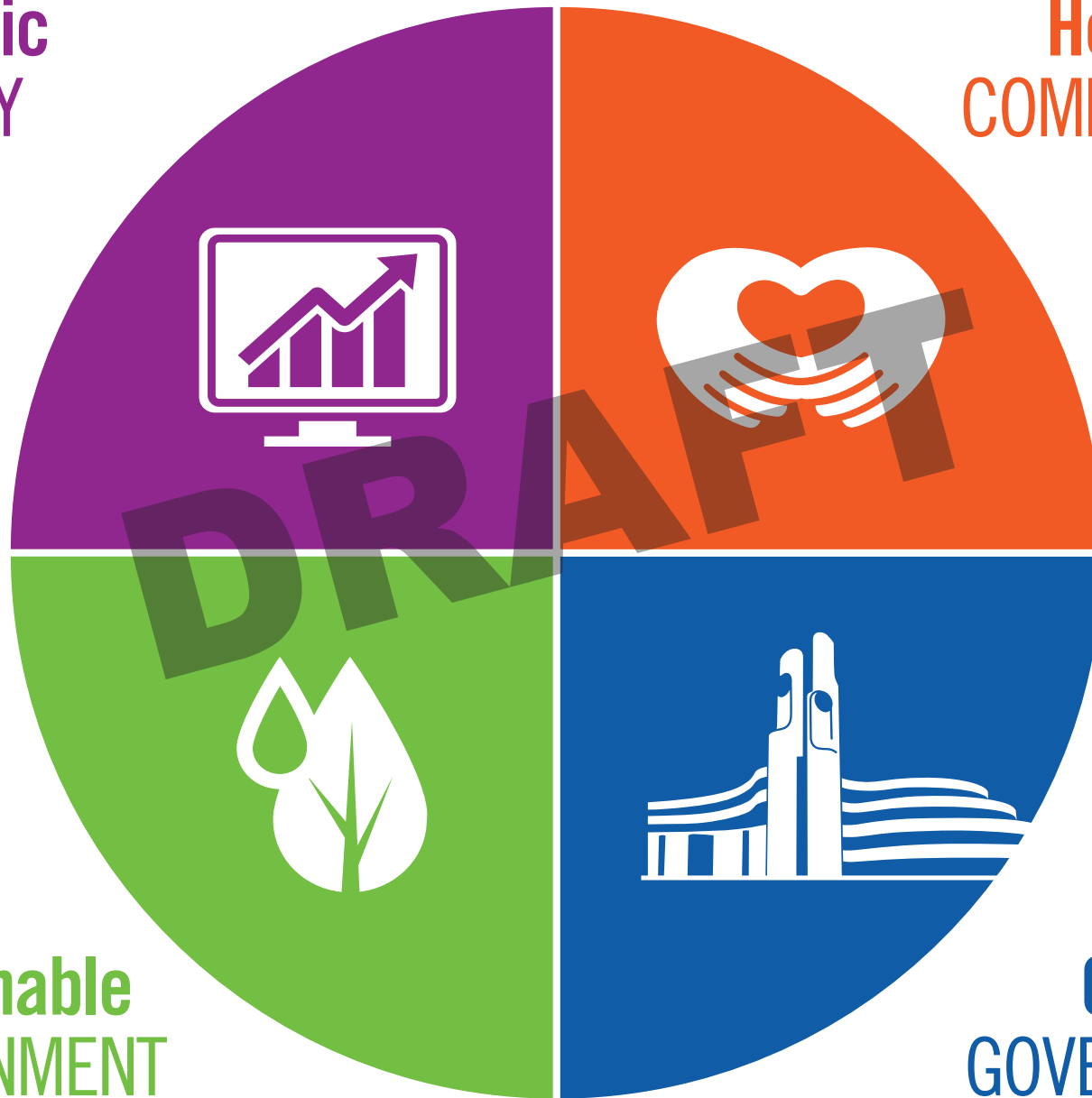
Like the Visions that came before this, the current Vision was developed with a great mindfulness of the past in addition to a great deal of conversation with the community.

York Region's Vision has evolved and matured over time, but the overall goals of the Region have remained consistent. These goals have aligned with the Region's four community result areas – the four overarching conditions of well-being for our communities: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

The four community result areas are at the heart and soul of our work and cascade through our entire organization. They are captured and reported in the Corporate Strategic Plan and supported by the Region's Multi-Year Budget. Our aspirations for achieving the community result areas are captured in the following pages.

**Economic
VITALITY**

**Healthy
COMMUNITIES**



**Sustainable
ENVIRONMENT**


**Good
GOVERNMENT**

Measuring Vision

Vision without action is just a dream. Recognizing this, York Region's action towards Vision occurs through the corporate strategic planning and multi-year budget process.

Progress towards achieving Vision will be further measured through community indicators that will be reported to each term of Council. These indicators are important to provide measurement and integrity to Council's Vision. They are the final steps towards making Vision credible and tangible.

In 2020, 80 per cent of residents agreed that York Region was living up to its Vision (Community Opinion Polling 2020). It is our goal to maintain and improve this belief, along with the results of the rest of the community indicators in this document, as we continue our journey towards achieving our Vision.



VISION
WITHOUT **action**
IS JUST A **dream**,
action WITHOUT
VISION JUST PASSES
the time, and
VISION WITH ACTION
CAN CHANGE
THE WORLD

Nelson Mandela



Economic VITALITY

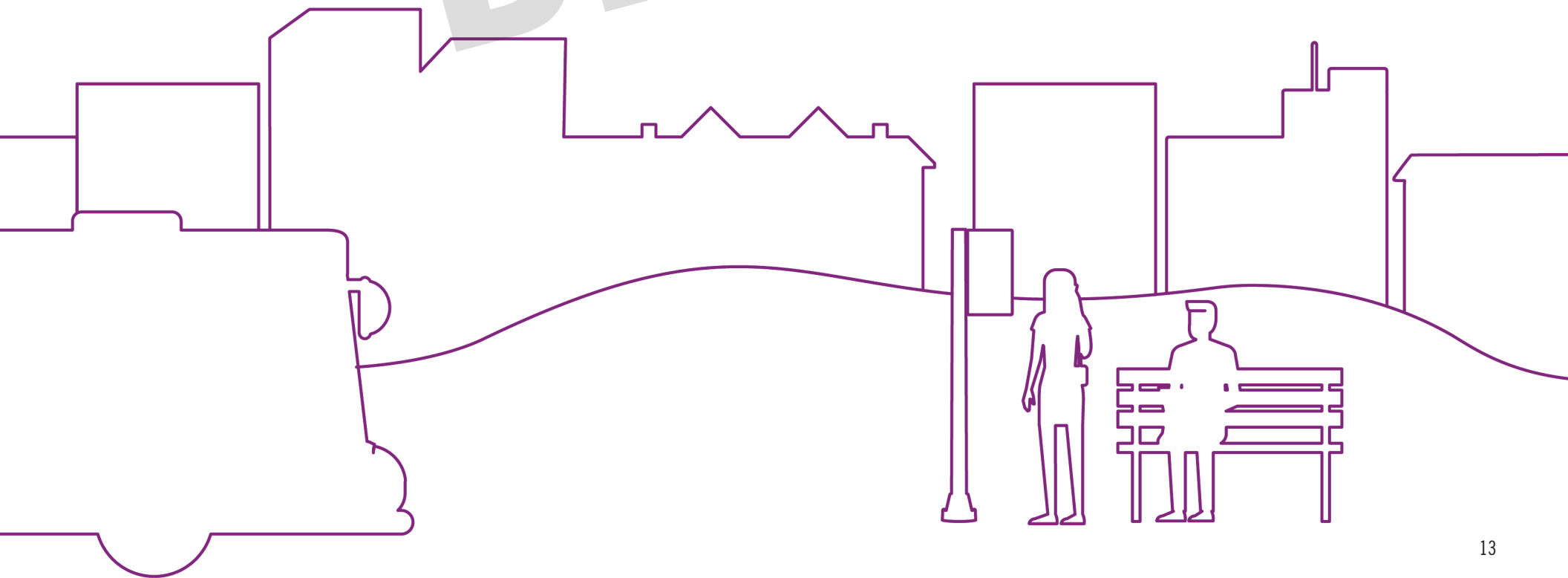
**Focuses on what is
needed to encourage
and sustain economic
growth and vitality of
the Region.**

theVISION

York Region has a knowledge-based economy. It has smart cities, interesting and exciting places to live, work and play, robust services and infrastructure, and a seamless network for mobility of goods, services and people. It is a place of abundant economic opportunity for all.

HOW DO WE GET there?

- Participation Rate
- % of population with access to internet service
- % of labour force live and work in York Region
- % of population completed post-secondary education
- % of daily trips by mode of transportation (automobile, transit, walk/cycle, other)





Healthy COMMUNITIES

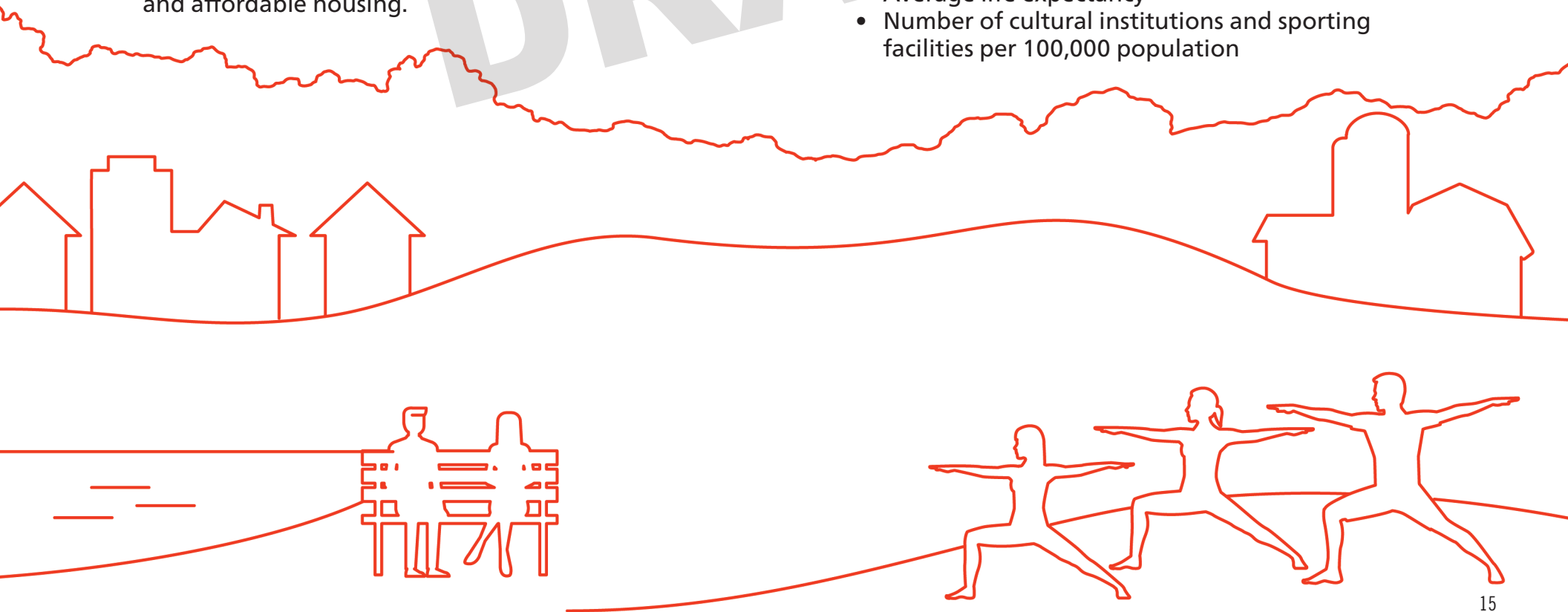
**Focuses on the
livability, health,
safety and social
well-being of our
communities.**

the VISION

York Region is renowned for healthy living. It is a place of social inclusion and support that promotes and protects social cohesion for all. It is a place where vulnerable populations can live and thrive as much as others and all have equal access to social services and support for health. York Region is safe and welcoming with accessible opportunities for recreation and affordable housing.

HOW DO WE GET there?

- % of community sense of belonging
- % of population in households in low-income based on the low-income concept of Low Income Measure, After Tax (LIM-AT)
- % of survey respondents perception of safety
- Average life expectancy
- Number of cultural institutions and sporting facilities per 100,000 population





Sustainable ENVIRONMENT

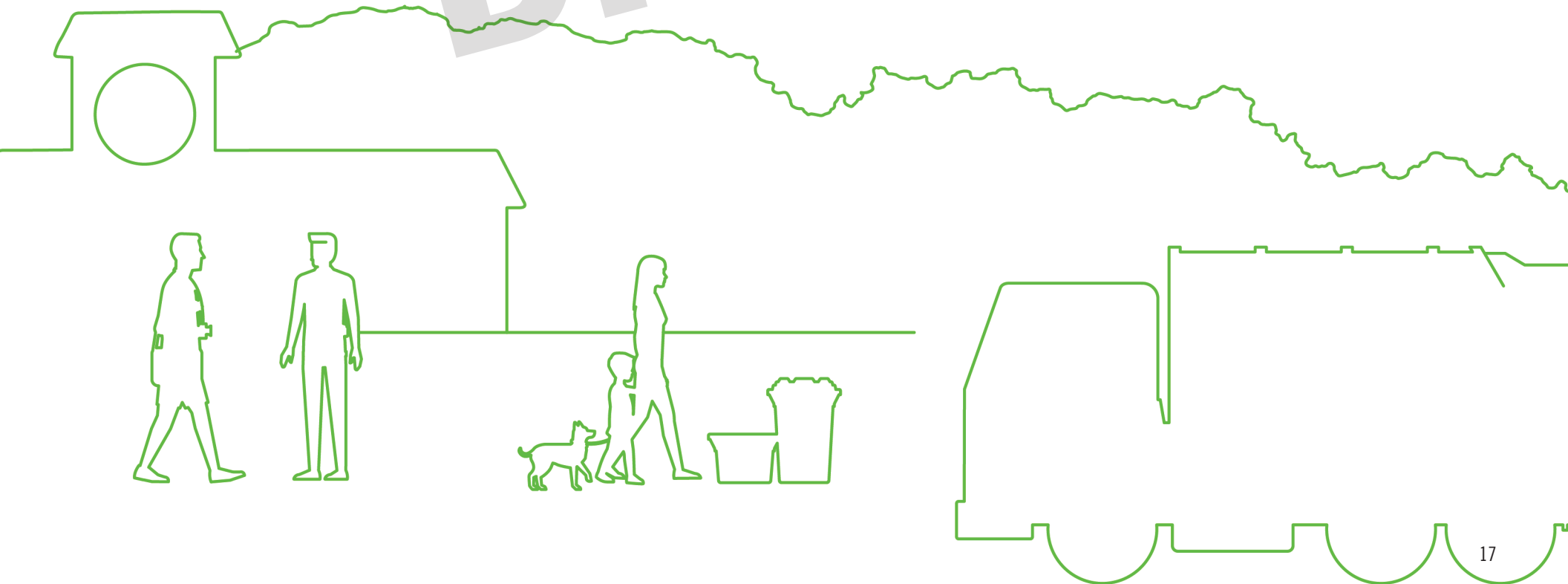
Focuses on the need
to protect and sustain
the natural and built
environment and reduce
our ecological impact.

theVISION

York Region continues to protect its natural environment with a focus on sustainable building and living to reduce our ecological impact. It is known for its thriving local agriculture and agri-food system.

HOW DO WE GET there?

- % of land area designated for natural protection
- # of greenhouse gas emissions measured in tonnes per capita
- % of land area designated for agricultural use
- % of compliance rate of drinking water quality





Good GOVERNMENT

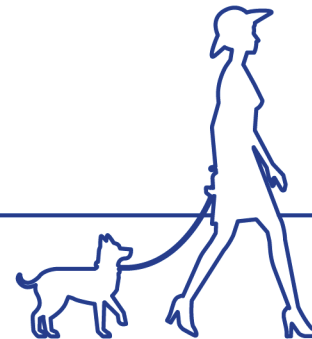
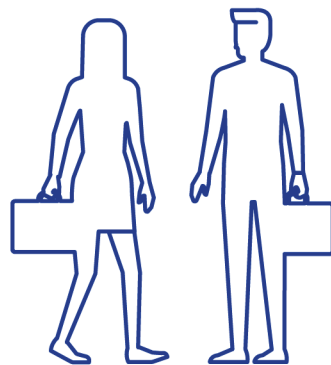
Focuses on the financial sustainability, openness, accessibility, transparency, accountability and reliability of government and its related programs and services to our communities.

the VISION

York Region's government is renowned for its openness, accountability, fiscal responsibility and engagement of community in decision making. It is recognized as a leader in smart, digital services.

HOW DO WE GET there?

- % of debt service ratio
- % of survey respondents satisfaction level with government
- % of survey respondents satisfaction level with value for their tax dollars
- % of survey respondents satisfaction level with overall quality of services



DRAFT

We envision

**strong,
caring,
safe communities**

through our mission of
**working together to serve
our thriving communities
– today and tomorrow**

by relying on our values of

**Integrity
Commitment
Accountability
Respect
Excellence**

VISION