



ECONOMIC
VITALITY



HEALTHY
COMMUNITIES



SUSTAINABLE
ENVIRONMENT



GOOD
GOVERNMENT

2019 TO 2023 STRATEGIC PLAN

FROM VISION TO RESULTS

DRAFT



Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Jack Heath
City of Markham



Regional Councillor
Don Hamilton
City of Markham



Regional Councillor
Joe Li
City of Markham



Regional Councillor
Jim Jones
City of Markham



Mayor
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Town of Richmond Hill



Mayor
Maurizio Bevilacqua
City of Vaughan



Chairman & CEO
Wayne Emmerson



Regional Councillor
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Town of Aurora



Mayor
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Town of East Gwillimbury



Mayor
Steve Pellegrini
Township of King



Mayor
Iain Lovatt
Town of Whitchurch-Stouffville

A MESSAGE FROM YORK REGION CHAIRMAN AND CEO AND MEMBERS OF REGIONAL COUNCIL

The Regional Municipality of York's vision of strong, caring and safe communities is guided by the eight goal areas in *Vision 2051*:

- A Place Where Everyone Can Thrive
- Liveable Cities and Complete Communities
- A Resilient Natural Environment and Agricultural System
- Appropriate Housing for All Ages and Stages
- An Innovation Economy
- Interconnected Systems for Mobility
- Living Sustainably
- Open and Responsive Governance

To achieve these long-term goals, the *2019 to 2023 Strategic Plan: From Vision to Results* is the road map emphasizing the Region's priorities over the next four years.

This plan aligns with this term of York Regional Council and contains specific, measurable, achievable and time-based objectives. It has been integrated with York Region's multi-year business planning and budget process to ensure we continue making progress on the Region's priorities.

Progress on the *2019 to 2023 Strategic Plan* will be reported to Council annually to ensure we maintain our course in making a positive difference in the lives of York Region residents, businesses and visitors.



Regional Councillor
Carmine Perrelli
Town of Richmond Hill



Mayor
John Taylor
Town of Newmarket



Regional Councillor
Tom Vegh
Town of Newmarket



Bruce Macgregor
CAO

A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

The Region offers a wide range of programs and services that make a positive difference every day in our communities.

The *2019 to 2023 Strategic Plan: From Vision to Results* provides a common focus and a set of priorities for the organization to ensure we continue to meet the evolving needs of our communities with a detailed course of action.

The plan enables the Region to better deliver services by aligning resources to the priorities set out for the 2018 to 2022 term of Council. It communicates the direction the organization is taking, and supports the long-range vision for the Region articulated in the eight goals of *Vision 2051*.

The plan builds on the success of previous plans and has been developed and refined in consultation with over 800 staff members. The *2019 to 2023 Strategic Plan* represents the Region's commitment to making progress in four priorities:

- **Increase economic prosperity**
- **Support community health, safety and well-being**
- **Build sustainable communities and protect the environment**
- **Deliver trusted and efficient services**

The value proposition for the *2019 to 2023 Strategic Plan* is one of pursuing operational and customer experience excellence and affirming a shared commitment to inclusion. To achieve this, staff are guided by our complementary corporate initiatives including *York Region's Customer Experience Plan* and *York Region's Inclusion Charter*.

I encourage you to read about our progress and stay connected as we move forward on our actions over the next four years.

A handwritten signature in black ink, consisting of a stylized 'B' followed by a long horizontal stroke.

Bruce Macgregor
Chief Administrative Officer
The Regional Municipality of York



Our Vision

Strong, Caring, Safe Communities

Our Mission

Working together to serve our thriving communities – today and tomorrow

Our Corporate Values

Integrity

Commitment

Accountability

Respect

Excellence

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ABOUT THE PLAN

The Region offers a wide range of programs and services to more than 1.2 million residents, businesses and many visitors. The *2019 to 2023 Strategic Plan: From Vision to Results* ("Strategic Plan") is a road map that guides York Region toward Council's vision of the future. It serves as a plan to get us from where we are today to where we want to be as a Region.

The Strategic Plan has identified the following Community Result Areas of focus:



ECONOMIC VITALITY

Economic Vitality focuses on what is needed to encourage and sustain economic growth and vitality of the Region.



HEALTHY COMMUNITIES

Healthy Communities focuses on livability, health, safety and social well-being of our residents.



SUSTAINABLE ENVIRONMENT

Sustainable Environment focuses on the need to protect and sustain the natural and built environment and reduce our ecological impact.



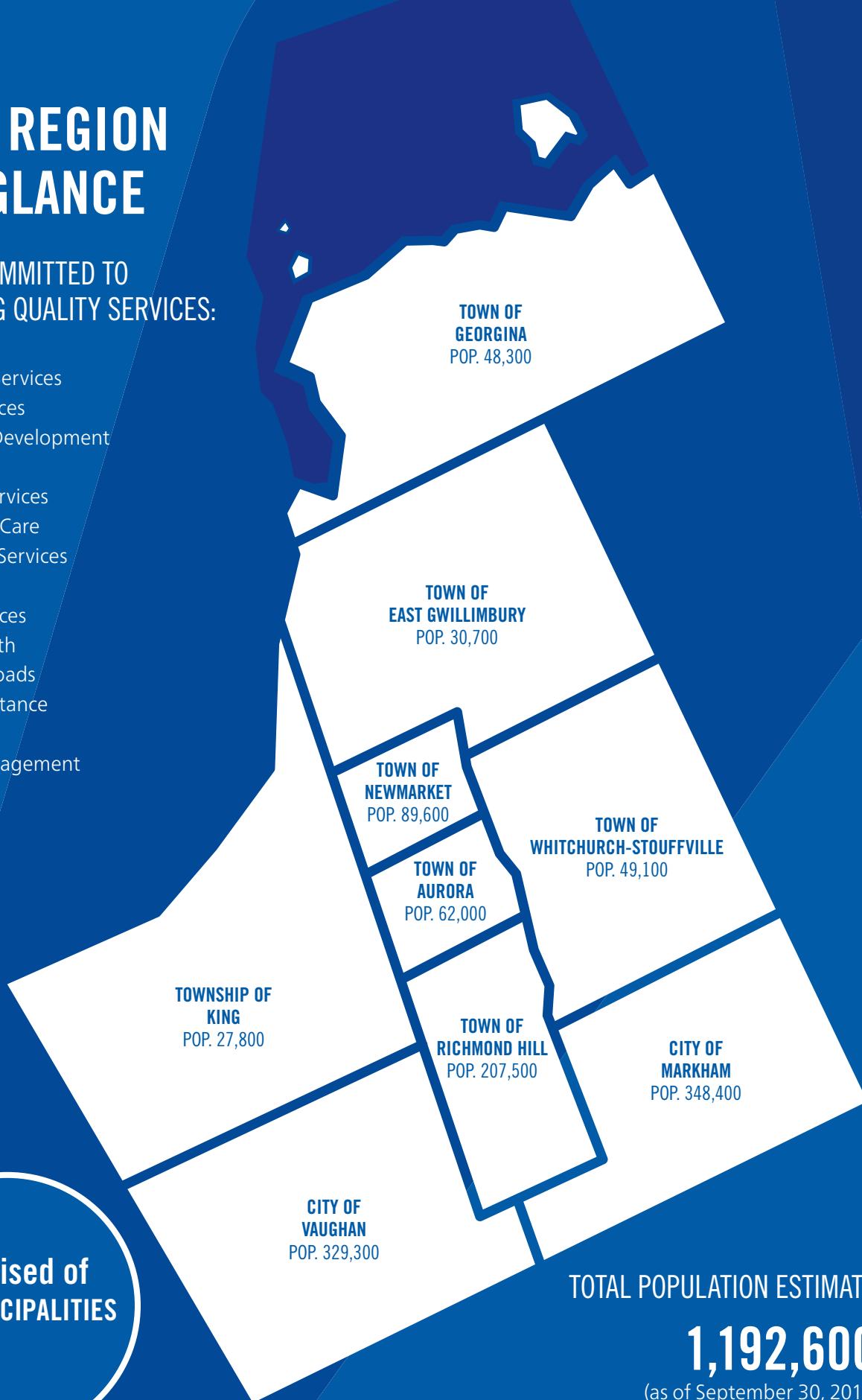
GOOD GOVERNMENT

Good Government focuses on the financial sustainability, openness, accessibility, transparency, accountability and reliability of Regional government and its related programs and services.

YORK REGION AT A GLANCE

WE ARE COMMITTED TO
DELIVERING QUALITY SERVICES:

- Children's Services
- Court Services
- Economic Development
- Forestry
- Housing Services
- Long-Term Care
- Paramedic Services
- Planning
- Police Services
- Public Health
- Regional Roads
- Social Assistance
- Transit
- Waste Management
- Water



Comprised of
9 MUNICIPALITIES

TOTAL POPULATION ESTIMATE

1,192,600

(as of September 30, 2018)

Source: York Region, Corporate Services, Long Range Planning Branch, based on Statistics Canada data and CMHC Housing Completion data. Note: Population totals do not total to estimated population due to rounding.

STRATEGIC PLANNING AT YORK REGION

Vision 2051, along with the *Regional Official Plan*, are Council's long-range community plans that set out the quality of life goals for our communities. The Strategic Plan is the administrative plan for the term of Council to align with the long-range vision for the Region.

Strategic Planning is built on a Results-Based Accountability Framework that has two components:

- Community Accountability
- Performance Accountability

ACCOUNTABILITY MATTERS



COMMUNITY ACCOUNTABILITY

Considers a collective contribution to the well-being of our communities

Community Result Area	A condition of well-being for our communities.
Community Indicator	A measure that helps quantify the achievement of a Community Result Area. Multiple partners are involved in improving results of Community Indicators. Community Indicators are to be captured as part of a report on the long-range vision for the Region.

PERFORMANCE ACCOUNTABILITY

Considers York Region's specific contribution to the well-being of our communities

Performance Measure	A measure of how well a Regional service is working to contribute to our communities' well-being. Performance Measures are captured in the Corporate Strategic Plan.
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HOW TO READ THIS PLAN

This section focuses on the four **Priorities** – the specific area(s) the Region will focus on within the **Community Result Area** during the Council term.

Community Result Area	Priority
 ECONOMIC VITALITY	Increase economic prosperity
 HEALTHY COMMUNITIES	Support community health, safety and well-being
 SUSTAINABLE ENVIRONMENT	Build sustainable communities and protect the environment
 GOOD GOVERNMENT	Deliver trusted and efficient services

As you read through each of the priorities you will see that it is divided into **Objectives**, **Key Activities** and **Performance Measures**. Each has been defined below:

Objectives	Key Activities	Performance Measures
The specific components within the Strategic Plan's Priorities of focus.	<p>An action, project or initiative to be accomplished within the Council term to maintain or improve a Performance Measure.</p> <p>Key Activities answer the question, "How will we get there?"</p>	<p>A measure of how well a Regional service is working to contribute to our communities' well-being. Performance Measures are captured in the Corporate Strategic Plan.</p> <p>Performance Measures answer the question, "How will we know we've arrived?"</p>

PRIORITY: INCREASE ECONOMIC PROSPERITY



Over this term of Council the Region will focus on:

Objectives	Key Activities	Performance Measures
1. Fostering an environment that attracts businesses, grows employment opportunities and attracts people	<ul style="list-style-type: none"> • Undertake a marketing campaign to showcase York Region as a place for business • Undertake business consulting and talent matching to support business retention and targeted sector growth • Develop partnerships with stakeholders to leverage resources and extend program reach • Continue to complete employment survey to inform efforts to maintain and improve employment opportunities 	<ul style="list-style-type: none"> • Increase % of business engagements resulting in business retention, expansion and attraction
2. Increasing access to efficient transportation options	<ul style="list-style-type: none"> • Improve connections for travellers to GO Transit / bus rapid transit / Regional bus routes • Advocate for fare integration (work with the Province to implement fare and service integration across the Greater Toronto and Hamilton Area) • Provide travellers with real-time data to choose travel options 	<ul style="list-style-type: none"> • Maintain # of transit ridership per capita
	<ul style="list-style-type: none"> • Expand the Viva bus rapid transit network 	<ul style="list-style-type: none"> • Increase # of kilometres of bus rapidways
	<ul style="list-style-type: none"> • Advance Yonge Subway extension • Work with local municipalities to reduce parking space requirements for new development along Regional corridors 	<ul style="list-style-type: none"> • Increase # of people and employment within 500 metres of transit
	<ul style="list-style-type: none"> • Install high occupancy vehicle (HOV) lanes with transit • Implement signal priority for higher volume conventional transit routes 	<ul style="list-style-type: none"> • Maintain % of on-time performance on all transit routes

PRIORITY:

SUPPORT COMMUNITY HEALTH, SAFETY AND WELL-BEING

Over this term of Council the Region will focus on:

Objectives	Key Activities	Performance Measures
1. Supporting safe communities	<ul style="list-style-type: none"> Promote personal safety education and crime prevention awareness within our communities to build their capacity and resiliency Develop a community safety and well-being plan to enhance collaboration, engagement and outreach with our community and policing partners 	<ul style="list-style-type: none"> Maintain % of residents that rate York Region as a safe place to live
	<ul style="list-style-type: none"> Continue to respond to our changing community through the effective use of technology, identifying efficiencies, and reviewing the effectiveness of service delivery within York Regional Police 	<ul style="list-style-type: none"> Maintain police emergency (Priority 1) response time
	<ul style="list-style-type: none"> Implement Source Water Protection Program Implement distribution system maintenance programs 	<ul style="list-style-type: none"> Maintain % of municipal drinking water samples meeting Ontario Drinking Water Standards
	<ul style="list-style-type: none"> Include sidewalks and/or dedicated bike lanes in urban areas as condition of approval for development 	<ul style="list-style-type: none"> Increase % of regional roads with sidewalks and/or dedicated bike lanes in urban areas
	<ul style="list-style-type: none"> Enforce <i>Immunization of School Pupils Act</i> among designated cohorts of students 	<ul style="list-style-type: none"> Increase % of 17-year-old students in compliance with <i>Immunization of School Pupils Act</i>
	<ul style="list-style-type: none"> Promote and provide food handler training and enforcement of the <i>Food Premise Regulation</i> 	<ul style="list-style-type: none"> Increase % of food service premises with a certified food handler at all times
2. Delivering and promoting affordable housing	<ul style="list-style-type: none"> Conduct waitlist study review and identify actions to support residents in accessing affordable housing options Support creation of new affordable housing rental units Advocate to maintain current social housing supply 	<ul style="list-style-type: none"> Increase % of York Region residents receiving help to improve their housing stability

Objectives	Key Activities	Performance Measures
3. Improving access to health and social support services	<ul style="list-style-type: none"> • Work with Ministry to enable paramedic dispatch improvements • Build new ambulance stations • Work with York Regional Police and stakeholders to support development of Mental Health and Addictions Crisis Hub 	<ul style="list-style-type: none"> • Maintain paramedic response time for emergency response services to meet Council approved targets
	<ul style="list-style-type: none"> • Advocate to improve policy planning and decision-making for long-term care beds by developing a forecast for York Region, including required number, type and location • Work with local municipalities, community agencies, private sector and Central Local Health Integration Network to design and implement a multi-service centre / hub model(s) that will co-locate services to respond to the needs of seniors 	<ul style="list-style-type: none"> • Increase # of advocacy activities related to long-term care beds
	<ul style="list-style-type: none"> • Revise Ontario Works processes to reduce administration and enable staff to spend more time with York Region residents seeking social assistance 	<ul style="list-style-type: none"> • Decrease # of days to determine York Region residents' eligibility for social assistance
	<ul style="list-style-type: none"> • Maximize provincial funding for families with low and moderate income to access licensed childcare 	<ul style="list-style-type: none"> • Decrease # of children with an immediate need waiting for subsidized childcare
	<ul style="list-style-type: none"> • Implement a coordinated access system to help people access homelessness prevention and housing stability programs 	<ul style="list-style-type: none"> • Increase % of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness

PRIORITY:

BUILD SUSTAINABLE COMMUNITIES AND PROTECT THE ENVIRONMENT



Over this term of Council the Region will focus on:

Objectives	Key Activities	Performance Measures
1. Delivering and promoting environmentally sustainable services	• Implement inflow and infiltration reduction programs to work toward achieving reduction targets	• Maintain % of wastewater receiving treatment
	• Continue collaboration with local municipalities to educate residents regarding diversion	• Maintain % of residential solid waste diverted from landfill
	• Monitor residual waste tonnage forecasts and energy-from-waste contracts to ensure sufficient contract capacity to achieve diversion target	
	• Complete update to Long Term Water Conservation Strategy and act on prioritized initiatives	• Decrease # of megalitres of treated water consumed per 100,000 population
	• Update Energy Conservation and Demand Management Plan and revise Regional greenhouse gas targets • Implement fleet and building initiatives to move towards corporate greenhouse gas emission targets	• Decrease # of per capita greenhouse gas emissions across Regional operations
2. Encouraging growth in the Region's centres, corridors and built-up urban areas	• Participate in reviews of Provincial policies and plans • Update Regional Official Plan • Engage public on intensification types and benefits	• Increase % of growth occurring within the built-up areas
	• Monitor application timelines and review application processes for efficiencies • Share the development tracking database (YorkTrax) with local municipalities to enhance joint tracking	• Increase % of development applications meeting timeline commitments
3. Enhancing and preserving green space	• Review and refine existing tree planting partnerships and explore new partnerships to increase tree and shrub planting on public and private lands • Re-assess canopy cover and woodland cover to track progress towards 2031 targets	• Maintain # of trees and shrubs planted annually through the Regional Greening Strategy Program

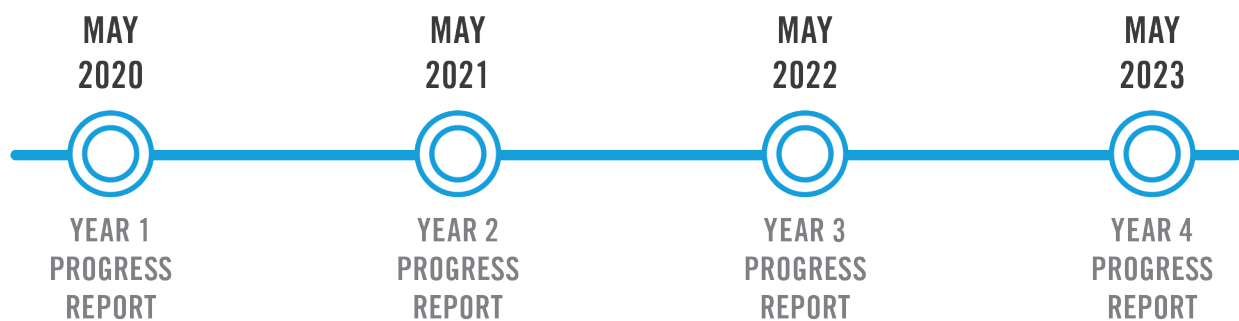
PRIORITY:
DELIVER TRUSTED AND EFFICIENT SERVICES



Over this term of Council the Region will focus on:

Objectives	Key Activities	Performance Measures
1. Ensuring reliable, responsive, effective, efficient and fiscally responsible service delivery	<ul style="list-style-type: none"> • Improve service delivery efficiencies by advancing technology solutions • Identify opportunities to streamline administrative processes 	<ul style="list-style-type: none"> • Maintain / Improve comparative \$ of operating cost per unit of service
	<ul style="list-style-type: none"> • Advance online and mobile device opportunities for public-facing transactions 	<ul style="list-style-type: none"> • Increase % of public-facing transactions that can be completed online or with a mobile device
	<ul style="list-style-type: none"> • Continue to implement the Regional Fiscal Strategy, focused on increasing reserves and reducing debt • Maintain credit rating 	<ul style="list-style-type: none"> • Increase % of reserve-to-debt ratio
2. Managing the Region's assets for current and future generations	<ul style="list-style-type: none"> • Annual tracking, monitoring and reporting of asset condition by department • Annual assessment of state of reserves and forecasted infrastructure spending for asset management 	<ul style="list-style-type: none"> • Maintain % of regional assets with a condition assessment rating of fair or better condition
3. Maintaining public confidence in Regional government	<ul style="list-style-type: none"> • Increase public awareness of Regional services through a multi-year and multifaceted communication strategy • Maintain protection of personal information through enhanced cyber security measures • Review process for Freedom of Information Requests and identify opportunities to reduce time to completion 	<ul style="list-style-type: none"> • Maintain % of York Region residents that are satisfied with Regional government
	<ul style="list-style-type: none"> • Continue to implement Open Data platform to support maintaining an open and transparent government 	<ul style="list-style-type: none"> • Increase # of open data sets

MONITORING AND MEASURING OUR SUCCESS



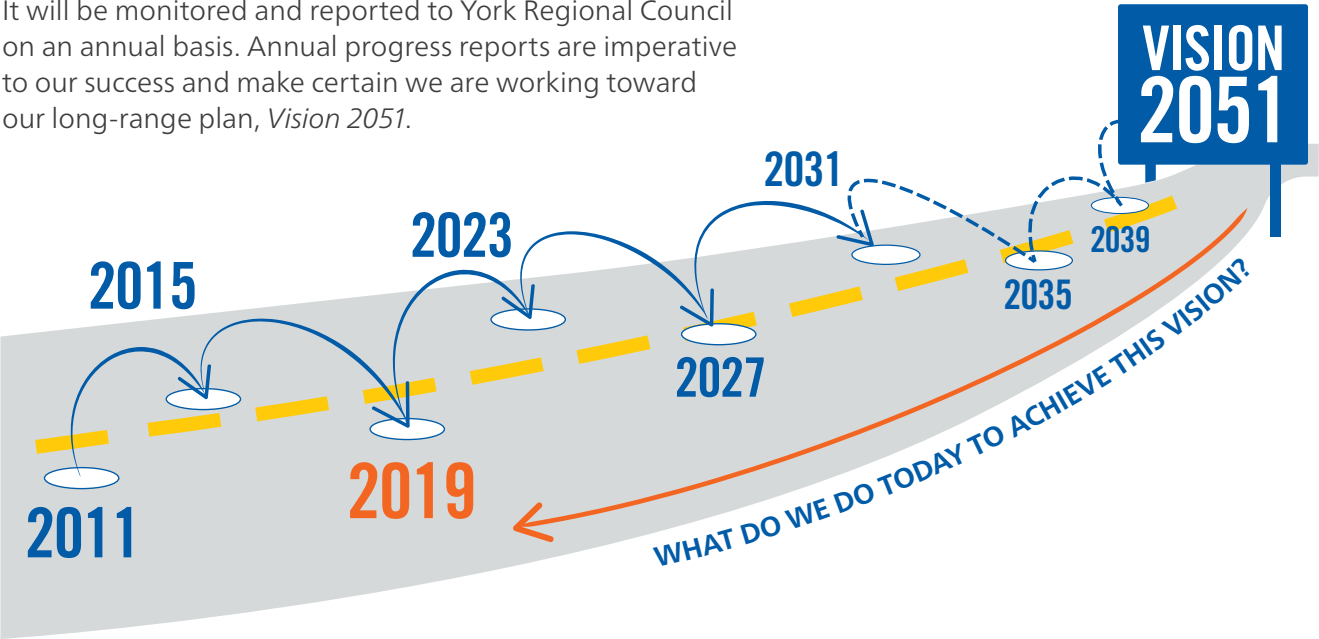
ANNUAL MONITORING AND REPORTING

The Strategic Plan is integrated with the Region's:

- Business planning and budget process
- Staff performance management system

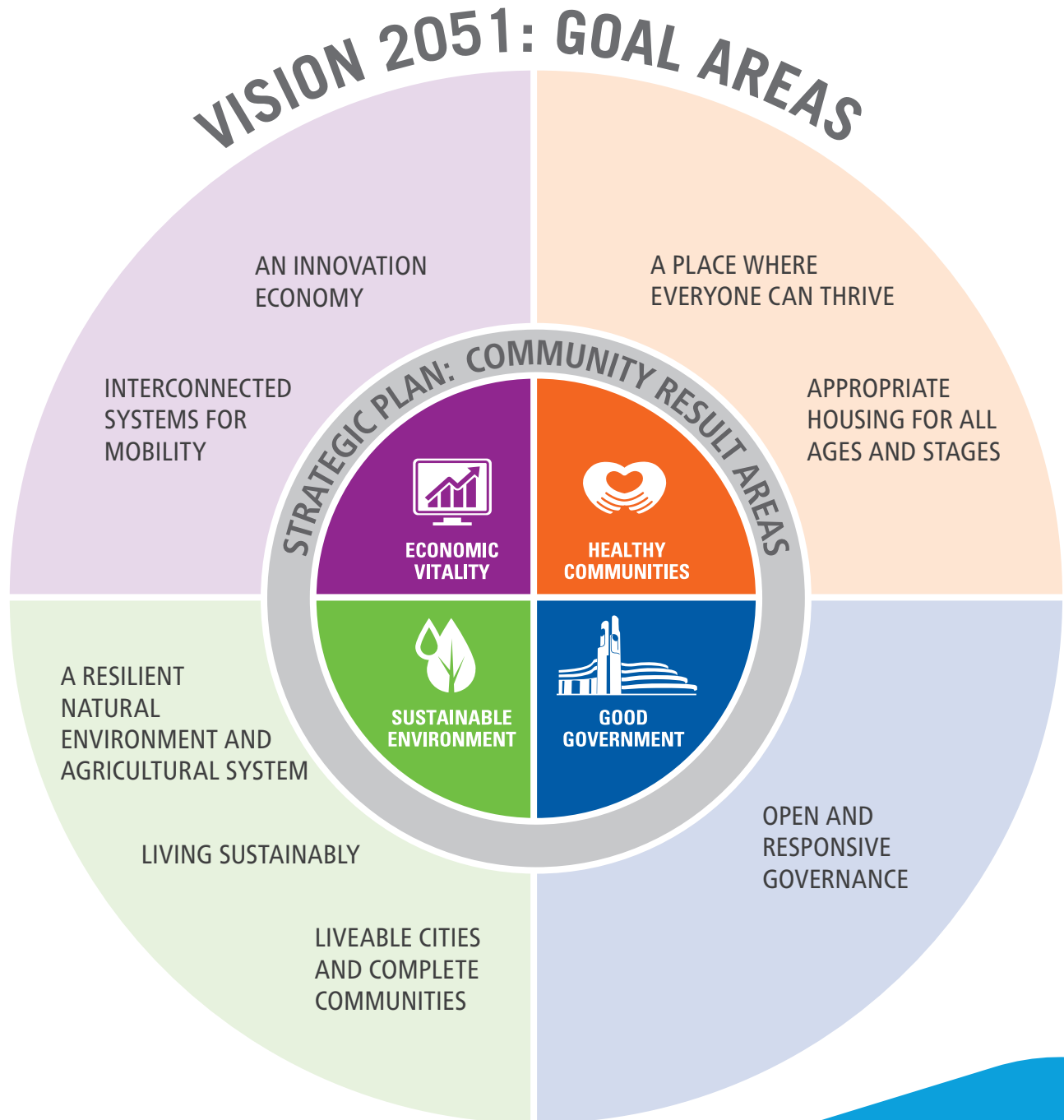
This ensures that the desired progress on the key activities and performance measures are tracked and reported.

The *2019 to 2023 Strategic Plan* is a “living document.” It will be monitored and reported to York Regional Council on an annual basis. Annual progress reports are imperative to our success and make certain we are working toward our long-range plan, *Vision 2051*.



STRATEGIC PLAN

ALIGNMENT WITH VISION



2019 TO 2023 STRATEGIC PLAN



ECONOMIC VITALITY

PRIORITY:

Increase economic prosperity

OBJECTIVES:

1. Fostering an environment that attracts businesses, grows employment opportunities and attracts people
2. Increasing access to efficient transportation options



HEALTHY COMMUNITIES

PRIORITY:

Support community health, safety and well-being

OBJECTIVES:

1. Supporting safe communities
2. Delivering and promoting affordable housing
3. Improving access to health and social support services



SUSTAINABLE ENVIRONMENT

PRIORITY:

Build sustainable communities and protect the environment

OBJECTIVES:

1. Delivering and promoting environmentally sustainable services
2. Encouraging growth in the Region's centres, corridors and built-up urban areas
3. Enhancing and preserving green space



GOOD GOVERNMENT

PRIORITY:

Deliver trusted and efficient services

OBJECTIVES:

1. Ensuring reliable, responsive, effective, efficient and fiscally responsible service delivery
2. Managing the Region's assets for current and future generations
3. Maintaining public confidence in Regional Government



HOW TO CONTACT US

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Accessible formats or communication
supports are available upon request.

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