

ECONOMIC
VITALITYHEALTHY
COMMUNITIESSUSTAINABLE
ENVIRONMENTGOOD
GOVERNMENT

DRAFT 2023 TO 2027 STRATEGIC PLAN

FROM VISION TO RESULTS

PRIORITY: Foster Economic Prosperity

OBJECTIVES	PERFORMANCE MEASURES
1. Attract and retain businesses, grow employment opportunities and attract a skilled workforce	1.1. → % of business engagements resulting in business retention, expansion and attraction
	1.2. ↑ # of kilometres of YorkNet fibre network
2. Invest in a safe, effective transportation system that connects people, goods and services	2.1. → # of York Region Transit service passenger trips per capita
	2.2. → % of on-time performance on all transit routes
	2.3. ↑ # of people living and jobs within 500 metres of a transit stop
	2.4. → % of traffic signals reviewed and optimized annually
	2.5. ↑ % of residents satisfied with Regional roads
	2.6. ↑ % of residents satisfied with York Region Transit
	2.7. ↑ % of Regional roads with sidewalks and/or dedicated bike lanes in urban areas
	2.8. ↑ % of court services defaulted collection rate (collection on unpaid Provincial Offences Act (POA) fines)

PRIORITY: Support Community Well-Being

OBJECTIVES	PERFORMANCE MEASURES
1. Protect and promote residents' well-being	1.1. ↑ % of 17-year-old students in compliance with <i>Immunization of School Pupils Act</i> among designated cohorts of students
	1.2. → Paramedic response time for emergency response services to meet Council approved targets (CTAS 1 Patients - Paramedics arriving on scene within target time of 8 minutes)
	1.3. → % of residents satisfied with York Region Paramedic Services
	1.4. → % of York Region long-term care (Newmarket and Maple Health Centres) residents overall rating the home as good or better
	1.5. ↑ # of regulated child care spaces in York Region per 1,000 children (12 and Under)
	1.6. ↑ % of individuals and families remaining stably housed after six months who were experiencing homelessness or were at risk of homelessness
	1.7. ↓ # of monthly social assistance cases per 100,000 households
2. Support safe communities	2.1. → % of residents that rate York Region as a safe place to live
	2.2. → Police emergency (Priority 1) response time (in minutes)
	2.3. → % of residents satisfied with York Region Police Services
	2.4. → % of municipal drinking water samples meeting Ontario Drinking Water Standards
	2.5. → % of residents satisfied with York Region's drinking water
3. Sustain and increase affordable housing choices	3.1. ↑ # of community housing units administered by York Region
	3.2. ↑ # of rent benefits administered by York Region to support housing affordability based on household income
	3.3. % of Housing York Inc. survey respondents satisfied with Housing York Inc.'s services

PRIORITY: Drive Environmental Stewardship

OBJECTIVES	PERFORMANCE MEASURES
1. Deliver and promote environmentally sustainable services	1.1. → % of wastewater receiving treatment
	1.2. → % of residential solid waste diverted from landfill
	1.3. ↓ # of megalitres of treated water consumed per 100,000 population
	1.4. ↓ # of tonnes of greenhouse gas emissions across Regional operations per capita
2. Enhance and preserve green space	2.1. → # of trees and shrubs planted annually through the Regional Greening Strategy
	2.2. ↑ % of residents satisfied with York Region Forestry
	2.3. ↑ # of total hectares of environmental lands secured through the land conservation program (since 2001)

PRIORITY: Efficiently Deliver Trusted Services

OBJECTIVES	PERFORMANCE MEASURES
1. Improve customer experience by leveraging digital transformation	1.1. ↑ % of residents that agree their interaction with York Region was easy
	1.2. ↑ % of surveyed residents who would speak positively about their experience with York Region staff
	1.3. ↓ % of York Region staff reports on revised Council and Committee meeting agendas
	1.4. ↑ % of Contact Centre's customer transactions through a digital channel
	1.5. ↑ # of services that can be completed online (self-serve)
2. Deliver fiscally responsible services	2.1. → Comparative \$ of operating cost per unit of service
	2.2. → % of reserves to net debt ratio (minimum 120%)
	2.3. ↑ % of invoices paid within 30 days
	2.4. → % of York Region residents rating 'Good' value for taxes
	2.5. → % of Regional core assets (Water/Wastewater, Roads) with a condition assessment rating of fair or better condition
	2.6. % of goods and services purchased through a centralized procurement process
3. Attract and retain a skilled workforce	3.1. → % of overall permanent voluntary employee turnover
	3.2. → % of new hire success rate (1-year retention in position)
	3.3. ↑ % of permanent employees job promotion rate
	3.4. % of overall employee job satisfaction

VISION, MISSION AND VALUES

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 and Excellence**.

