















ECONOMIC VITALITY





2023 to 2027 Strategic Plan

PRIORITY: Foster Economic Prosperity



ECONOMIC VITALITY

Objectives	Performance Measures	Service Area	Historical Data				Year 1 2023	Baseline Trend
			2019	2020	2021	2022		
1. Attract and retain businesses, grow employment opportunities and attract a skilled workforce	Maintain % of business engagements resulting in business retention, expansion and attraction (Minimum annual threshold of 35%)	 Economic Development	53%	61%	52%	46%	41%	
	Increase # of kilometres of YorkNet fibre network		84.7	115.7	86.3	53	190.0	
2. Invest in a safe, effective transportation system that connects people, goods and services	Maintain # of York Region Transit service passenger trips per capita	 Transit	19.9	9.4	8.9	13.8	17.7	
	Maintain % of on-time performance on all transit routes		91.48%	94.74%	95.65%	95.09%	94.07%	
	Increase % of residents satisfied with York Region Transit		66%	73%	70%	64%	64%	
	Increase # of people living and jobs within 500 metres of a transit stop	 Development Services	257,000	265,000	272,300	305,000	314,300	
	Maintain % of traffic signals reviewed and optimized annually	 Regional Roads	16%	Data not available for reporting		7%	16%	
	Increase % of residents satisfied with Regional roads		53%	72%	65%	63%	61%	
	Increase % of regional roads with sidewalks and / or dedicated bike lanes in urban areas		84%	85%	86%	86%	86%	
	Increase % of court services defaulted collection rate (Collection on unpaid Provincial Offences Act (POA) fines)		 Court Services	Data not available for reporting		41%	38%	48%

LEGEND  = Trending in the Desired Direction  = Not Trending in the Desired Direction  = Data Not Available for Reporting  = No Trend Information

Note: Performance measure data from 2020 to 2022 may have been impacted due to COVID-19 Pandemic

For more information visit york.ca/stratplan


























HEALTHY COMMUNITIES





2023 to 2027 Strategic Plan

PRIORITY: Support Community Well-Being



HEALTHY
COMMUNITIES

Objectives	Performance Measures	Service Area	Historical Data				Year 1 2023	Baseline Trend
			2019	2020	2021	2022		
1. Protect and promote residents' well-being	Increase % of 17-year-old students in compliance with <i>Immunization of School Pupils Act</i> among designated cohorts of students	 Public Health	92%	Data not available for reporting			35%	
	Maintain Paramedic response time for emergency response services to meet Council approved targets (<i>CTAS 1 Patients - Paramedics arriving on scene within target time of 8 minutes</i>)	 Paramedic Services	76%	76%	75%	74%	76%	
	Maintain % of residents satisfied with York Region Paramedic Services		91%	91%	91%	88%	92%	
	Maintain % of York Region long-term care (Newmarket and Maple Health Centres) residents overall rating the home as good or better	 Long-Term Care	98.6%	100.0%	93.0%	94.0%	99.0%	
	Increase # of regulated child care spaces in York Region per 1,000 children (12 and under)	 Children's Services	336	337	368	369	372	
	Increase % of individuals and families remaining stably housed after six months who were at risk of homelessness	 Community Housing	83%	81%	74%	81%	79%	
	Decrease # of monthly social assistance cases per 100,000 households	 Social Assistance	1,977	2,087	1,751	2,155	2,605	
2. Support safe communities	Maintain % of residents that rate York Region as a safe place to live	 Police Services	95%	96%	95%	93%	91%	
	Maintain Police emergency (Priority 1) response time (in minutes)		6:50	6:44	6:52	7:06	7:21	
	Maintain % of residents satisfied with York Region Police Services		85%	86%	86%	85%	83%	
	Maintain % of municipal drinking water samples meeting Ontario Drinking Water Standards	 Water	100.00%	99.98%	100.00%	100.00%	99.98%	
	Maintain % of residents satisfied with York Region's drinking water		86%	89%	86%	85%	84%	
3. Sustain and increase affordable housing choices	Increase # of community housing units administered by York Region	 Community Housing	6,940	6,841	6,717	6,717	6,982	
	Increase # of rent benefits administered by York Region to support housing affordability based on household income		5,282	5,527	5,610	5,940	6,334	
	Percentage of Housing York Inc. survey respondents satisfied with Housing York Inc.'s services		Data not available for reporting			80%	75%	
	Increase # of units in planning and development at a stage ready for implementation based on funding, including Housing York Inc. and non-profit housing providers partnering with the Region		556	420	443	825	563	

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SUSTAINABLE ENVIRONMENT

2023 to 2027 Strategic Plan

PRIORITY: Drive Environmental Stewardship




SUSTAINABLE ENVIRONMENT

Objectives	Performance Measures	Service Area	Historical Data				Year 1 2023	Baseline Trend
			2019	2020	2021	2022		
1. Deliver and promote environmentally sustainable services	Maintain % of wastewater receiving treatment	 Water	100.00%	99.97%	99.99%	99.99%	99.99%	
	Decrease # of megalitres of treated water consumed per 100,000 population		10,004	10,368	10,245	10,596	10,356	
	Maintain % of residential solid waste diverted from landfill	 Waste Management	94%	93%	92%	94%	94%	
	Decrease # of tonnes of greenhouse gas emissions across Regional operations per capita	Corporate Management and Governance	65.40	55.50	53.70	57.00	57.10	
2. Enhance and preserve green space	Maintain # of trees and shrubs planted annually through the Regional Greening Strategy Program	 Forestry	102,332	60,539	92,154	110,391	116,175	
	Increase % of residents satisfied with York Region Forestry		78%	79%	75%	75%	80%	
	Increase # of total hectares of environmental lands secured through the land conservation program (since 2001)		1,405	1,405	1,547	1,560	1,560	

LEGEND

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GOOD GOVERNMENT

2023 to 2027 Strategic Plan

PRIORITY: Efficiently Deliver Trusted Services



Objectives	Performance Measures	Service Area	Historical Data				Year 1 2023	Baseline Trend
			2019	2020	2021	2022		
1. Improve customer experience by leveraging digital transformation	Increase % of residents that agree their interaction with York Region was easy	Corporate Management and Governance	84%	87%	83%	80%	75%	●
	Increase % of surveyed residents who would speak positively about their experience with York Region staff		77%	77%	73%	69%	69%	●
	Decrease % of York Region staff reports on revised Council and Committee meeting agendas		5%	10%	11%	16%	8%	●
	Increase % of contact centre's customer transactions through a digital channel		Data not available for reporting				56%	▲
	Increase # of services that can be completed online (self-serve)		36	38	44	39	45	○
2. Deliver fiscally responsible services	Maintain comparative dollar of operating cost per unit of service *	Corporate Management and Governance	-	-	-	\$1.00	\$1.04	○
	Maintain % of reserves to net debt ratio (minimum 120%)		111%	126%	157%	190%	209%	○
	Increase % of invoices paid within 30 days		61.0%	65.7%	69.5%	73.3%	78.7%	○
	Maintain % of York Region residents rating 'Good' value for taxes		80%	86%	85%	78%	73%	●
	Maintain % of Regional core assets (Water/Wastewater, Roads) with a condition assessment rating of fair or better condition		87%	86%	86%	91%	Data available in July	▲
	% of goods and services purchased through a centralized procurement process		29.54%	20.76%	81.40%	89.40%	56.60%	○
3. Attract and retain a skilled workforce	Maintain % of overall permanent voluntary employee turnover	Corporate Management and Governance	3.9%	3.6%	4.6%	5.3%	4.2%	○
	Maintain % of new hire success rate (1-year retention in position)		92%	91%	92%	88%	90%	○
	Increase % of permanent employees job promotion rate		3.9%	4.2%	4.4%	5.2%	4.9%	○
	% of overall job satisfaction		Data not available for reporting					▲

*NOTE: 2022 is set as baseline year (of \$1.00). Trend information determined based on comparing to inflation. 2023 data may be subject to change based on finalized FIR data