

Clause 1 in Report No. 1 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on January 22, 2015.

2015 to 2019 Strategic Plan

Committee of the Whole recommends:

1. Receipt of the presentation by Bruce Macgregor, Chief Administrative Officer.
2. Adoption of the following recommendation contained in the report dated December 18, 2014 from the Chief Administrative Officer:

1. Recommendations

It is recommended that:

1. Council receive the draft *2015 to 2019 Strategic Plan* for information and refer it for consideration with the Multi-Year Budget.

2. Purpose

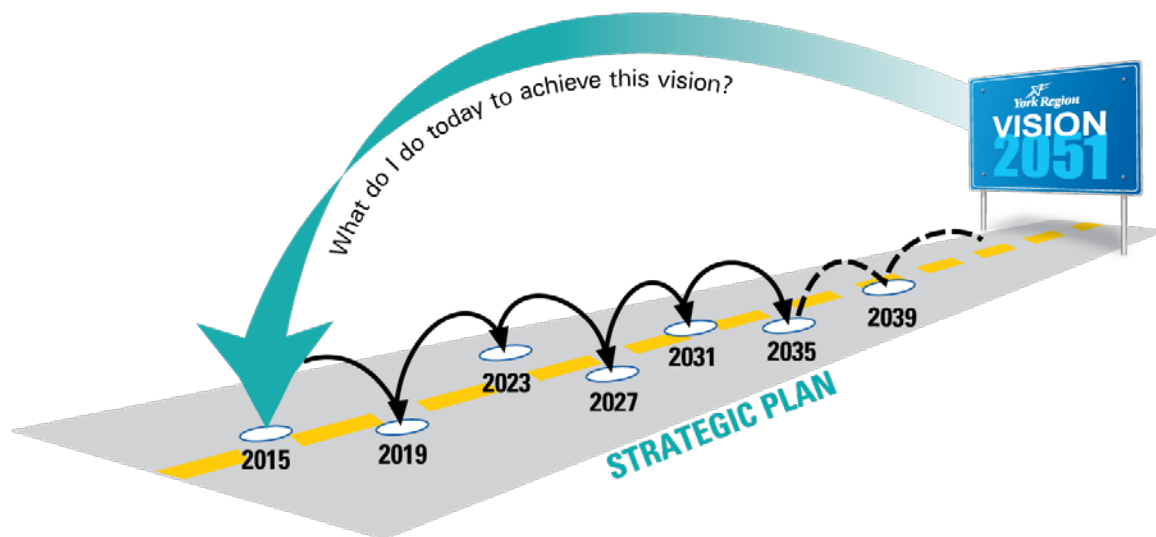
This report introduces to Council the draft *2015 to 2019 Strategic Plan (Attachment 1)* for consideration and approval with the Multi-Year Budget.

3. Background

The Strategic Plan translates critical steps necessary over the term of Council to meet the long-range vision for the Region

On October 20, 2011, Council approved the *2011 to 2015 Strategic Plan*. The Strategic Plan identified the critical steps necessary over the term of Council to meet the long-range vision for the Region, *Vision 2051*. The Strategic Plan is developed to coincide with terms of Council (*Figure 1*).

Figure 1
Strategic Plans Tied to Terms of Council



In May 2011, Council approved a set of criteria to be met by the Strategic Plan, including:

- Cover a four-year timeframe starting with each new term of Council
- Set out specific objectives
- Measure and monitor progress
- Link to current operational business and budget planning
- Demonstrate the achievements across the organization

The strategic planning efforts respond to these criteria and ensure the objectives and actions contained in the plan would be specific, measurable, achievable and time-based and provide the necessary alignment across Regional departments with Council's priorities. Figure 2 demonstrates the Region's hierarchy of planning and accountability framework.

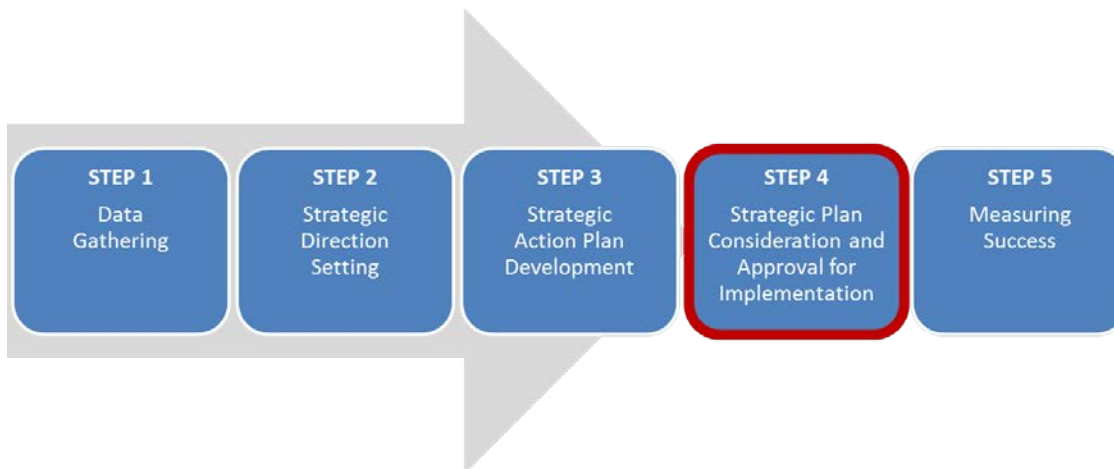
Figure 2
York Region's Hierarchy of Planning and Accountability Framework



Currently at step four of the strategic planning process in presenting the Strategic Plan for consideration and approval

In May 2011, Council approved the strategic planning process outlined below (Figure 3):

Figure 3
Five Steps to Strategic Planning



Data Gathering

The purpose of this step is to gain a comprehensive understanding of the environment York Region is delivering its mandate and commitments in through environmental scanning and trend analysis.

Strategic Direction Setting

The purpose of this step is to establish the main goal areas of focus for the strategic plan based on previous commitments of Council and the results of the environmental scanning conducted in the data gathering step.

Strategic Action Plan Development

This step focuses on the detailed plans and activities necessary to achieve the desired progress in each of the strategic priority areas.

Strategic Plan Consideration and Approval for Implementation

Strategic Plan presented to Council for consideration and approval.

Measuring Success

This step begins with the approval of the Strategic Plan. It is at this step where the strategic planning process shifts from development of the plan to implementation, monitoring and reporting on progress.

4. Analysis and Options

Maintaining balance between the delivery of services for growth with the services of community supports is our focus for 2015 to 2019

In January 2014, York Region started working on the *2015 to 2019 Strategic Plan*. The plan contains four strategic priority areas of focus for this term of Council:

- Strengthen the Region's Economy
- Support Community Health and Well-being
- Manage Environmentally Sustainable Growth
- Provide Responsive and Efficient Public Service

2015 to 2019 Strategic Plan

These priority areas are supported by 16 strategic objectives that translate into measures of progress.

The *2015 to 2019 Strategic Plan* builds on the success of the *2011 to 2015 Strategic Plan* which set out to achieve balance between the delivery of services required for growth with the services of community supports. With over 90 per cent of the *2011 to 2015 Strategic Plan's* objectives met before it entered its final year, the Region can state a better balance has been achieved. Therefore, the strategic planning process for the 2015 to 2019 timeframe supported the Region taking a path to maintain progress achieved to date.

The *2015 to 2019 Strategic Plan* is a collaborative and integrated approach to maintain this balance while continuing to meet the evolving and varying needs of our community. The plan outlines various activities the Region will embark on over the term of Council, as well as lists the various external partners the Region will engage with as we work to meet the strategic priority areas and objectives.

Monitoring performance measures and reporting on planned Regional activities progress annually

The *2015 to 2019 Strategic Plan* is considered a “living document”. This means regular monitoring and updating to the plan will occur and be reported annually to Council (*Figure 4*). The plan is integrated with the Business Planning and Budget process and staff performance management to ensure the desired progress on the performance measures and planned Regional activities are met. The progress reports are an important document to ensure we are working toward our longer-range plan, *Vision 2051*.

Figure 4
Monitoring Performance Measures and Reporting on Planned Regional Activities



5. Financial Implications

The costs associated with developing the *2015 to 2019 Strategic Plan* were included in the 2014 approved budget. Costs associated with the delivery of the *2015 to 2019 Strategic Plan* are identified through the Multi-Year Budget.

6. Local Municipal Impact

York Region's strategic plan aims to align with Local Municipalities' plans

A detailed scan was done of the strategic or long-range plans available in the local municipalities (See *Attachment 2*). These were used to ensure York Region's strategic plan aligns with local plans. Areas of strong alignment include:

- Supporting environmental stewardship and sustainable growth management to meet the needs of the present without compromising the ability of future generations to meet their own needs
- Continuing to deliver and sustain critical infrastructure necessary to support our growing communities
- Developing strong local economies to increase employment opportunities
- Improving access and customer service levels to keep pace with the changing needs of our citizens
- Building stronger connected communities to manage traffic congestion
- Providing quality, cost-effective programs and services to effectively manage municipal resources

7. Conclusion

The 2015 to 2019 Strategic Plan provides a roadmap for this term of Council to meet the longer-range vision for the Region

The strategic planning effort of York Region guides the implementation of *Vision 2051*. The *2015 to 2019 Strategic Plan* provides a detailed course of action for the Region for this term of Council, captured in four strategic priority areas:

- Strengthen the Region's Economy
- Support Community Health and Well-being
- Manage Environmentally Sustainable Growth
- Provide Responsive and Efficient Public Service

2015 to 2019 Strategic Plan

Performance measures and planned Regional activities will be tracked and reported to Council annually to ensure the desired progress is made in each of these strategic priority areas.

For more information on this report, please contact Heather Beirsto, Manager, Strategic Planning and Organizational Effectiveness at ext. 71230.

The Senior Management Group has reviewed this report.

Attachments (2)

#5867899

Accessible formats or communication supports are available upon request



**ECONOMIC
VITALITY**



**HEALTHY
COMMUNITIES**



**SUSTAINABLE
ENVIRONMENT**



**GOOD
GOVERNMENT**

2015 TO 2019 STRATEGIC PLAN

FROM VISION TO RESULTS

<Message from York Regional Council,
including updated photos, to be included
in submission to Regional Council.>

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Core Services

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

Our Vision

Creating **Strong, Caring**
and **Safe** Communities

Our Mission Statement

York Region is committed to providing cost effective, quality services that respond to the needs of our rapidly growing communities.

Our Corporate Values

Integrity
Commitment
Accountability
Respect
Excellence



About the Plan

The Region offers a wide range of programs and services to more than 1.1 million residents and many visitors. The *2015 to 2019 Strategic Plan* provides a common focus and set of priorities for the Region to ensure we continue to meet the community's changing needs while consistently maintaining a high quality of life.

The *2015 to 2019 Strategic Plan* identifies areas requiring critical focus and aligns with this term of York Regional Council. The Plan provides a consolidated snapshot of the trends and issues in York Region and the opportunity for collaboration.

The *2015 to 2019 Strategic Plan* is a roadmap that guides toward the 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 in 2051 and focuses on the strategic result areas of:



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



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



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

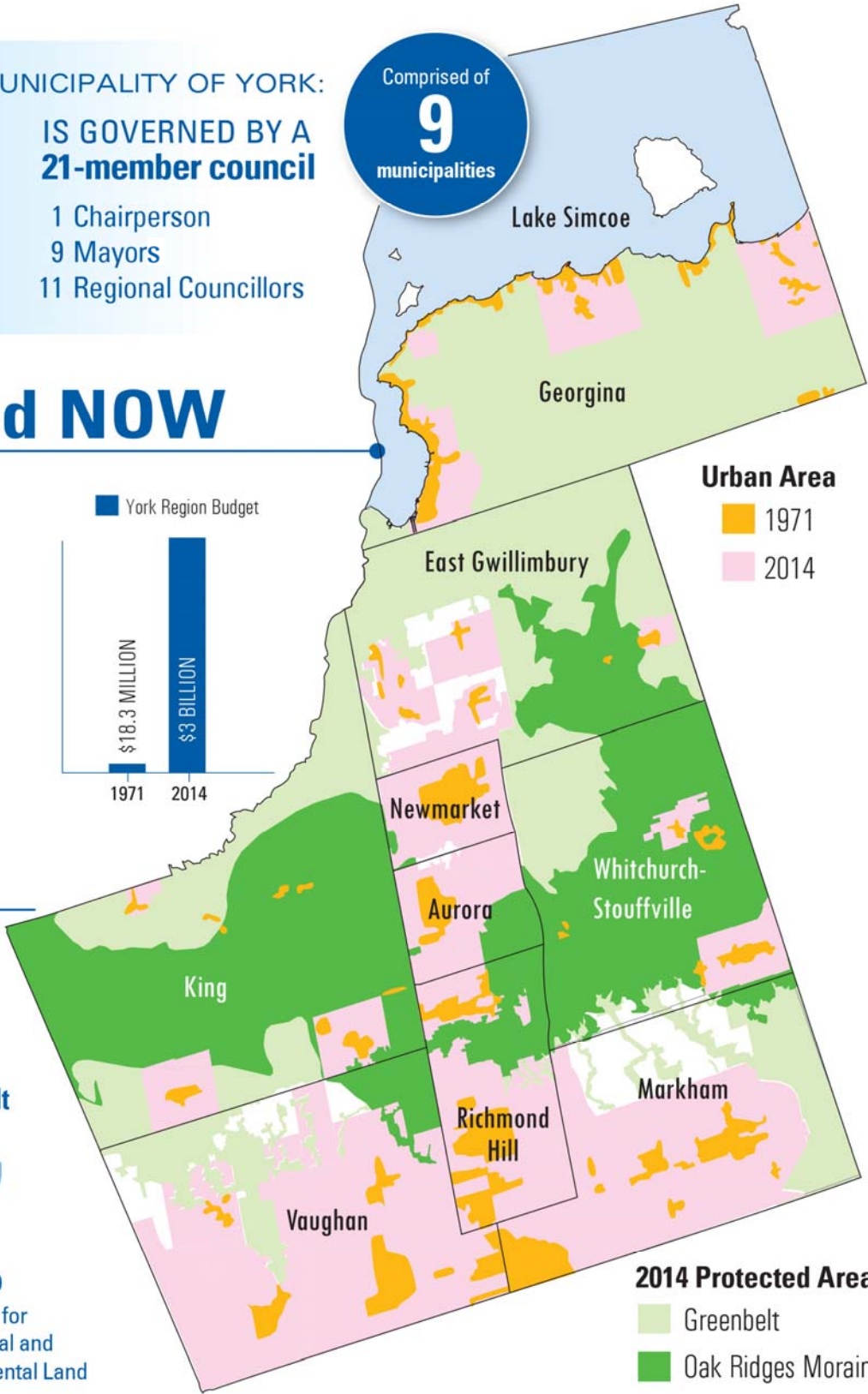


Good Government focuses on the financial sustainability, openness, accessibility, transparency, accountability and reliability of Regional government and its related programs and services.

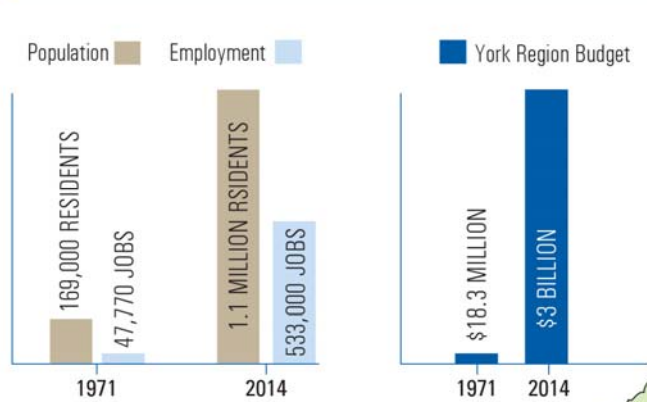
York Region At-A-Glance

THE REGIONAL MUNICIPALITY OF YORK:
 Was created by the Province of Ontario in **1971**
 IS GOVERNED BY A **21-member council**
 1 Chairperson
 9 Mayors
 11 Regional Councillors

Comprised of **9** municipalities



THEN and NOW



Urban Area
 1971 (orange)
 2014 (pink)

IN 2014

69%

Land area within Greenbelt and Oak Ridges Moraine



11%
 Overlaps existing urban areas

58%
 Protected for Agricultural and Environmental Land

2014 Protected Area
 Greenbelt (light green)
 Oak Ridges Moraine (dark green)

For a more detailed view of land use planning, see the *Regional Official Plan Map 1*.

Our Vision: Creating Strong, Caring and Safe Communities

Vision 2051

Vision 2051 defines York Region’s desired future state and provides the overall direction for where we are striving to go together as a community. *Vision 2051*, along with the *Regional Official Plan*, are Council’s long-range strategic documents for the community and set out the quality of life our residents want now and in the future. *Vision 2051* was approved by Regional Council in May 2012.

Vision 2051 is comprised of eight goal areas:



- **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 attain and maintain the quality of life in York Region over the long term, it is necessary to narrow the focus into four-year increments aligned with the terms of Council. The Region’s strategic planning process holds *Vision 2051* as the primary backdrop when contemplating what and where the Region needs to focus its attention and resources during a particular term of Council, thereby setting a deliberate and achievable path. The community indicators chosen to represent *Vision 2051* quality of life are in alignment with the Global City Indicators Facility work captured in the newly published *ISO 37120 Sustainable Development of Communities – Indicators for City Services and Quality of Life*.



The strategic plan translates the critical steps necessary over the term of Council to meet the long-range vision for the Region

The Path Ahead: 2015 to 2019

In January 2014, the Region started working on the *2015 to 2019 Strategic Plan*. The plan contains four strategic priority areas of focus. These priority areas are supported by 16 strategic objectives that translate into measures of progress. The plan will be tracked, measured and reported throughout the term of Council to ensure the objectives are met in the timeframe required.

The *2015 to 2019 Strategic Plan* builds on the success of the previous strategic plan which set out to achieve balance between the delivery of services required for growth with the services of community supports. With over 90 per cent of the *2011 to 2015 Strategic Plan's* objectives met before it entered its final year, the Region can state a better balance has been achieved. The *2015 to 2019 Strategic Plan* is a collaborative and integrated approach to maintain this balance while continuing to meet the evolving and varying needs of our community.

York Region's 2015 to 2019 Strategic Priority Areas

- Strengthen the Region's Economy
- Support Community Health and Well-being
- Manage Environmentally Sustainable Growth
- Provide Responsive and Efficient Public Service

Highlights of the 2015 to 2019 Strategic Plan include:

- Managing traffic congestion within York Region
- Addressing affordable housing concerns
- Continuing to support attracting high quality jobs to the Region
- Increasing the health and resiliency of our communities
- Achieving Regional fiscal sustainability
- Continuing to manage the Region's growth
- On-going protection of our natural environment
- Improving the way York Region's programs and services are accessed

How to Read this Plan

Community Indicators

A profile of the community's efforts the Strategic Plan strives to contribute to positively over the next four years to progress to achieve *Vision 2051*.



Regional Performance Measures

A measure of how well a Regional program or service system is working that contributes to the community by helping their customers.

Strategic Objective	Regional Policy Program Objectives	Key Regional Performance Measures
1. Strengthen the Region's Economy	1.1 Economic Office Market Attraction Plan	1.1 Increase in business revenue
2. Support Community Health and Well-being	2.1 Support of health and social services	2.1 Increase in health and social services
3. Manage Environmentally Sustainable Growth	3.1 Support of environmental and natural resources	3.1 Increase in environmental and natural resources
4. Provide Responsive and Efficient Public Service	4.1 Support of public service delivery	4.1 Increase in public service delivery



STRATEGIC PRIORITY AREA: STRENGTHEN THE REGION'S ECONOMY

ECONOMIC VITALITY

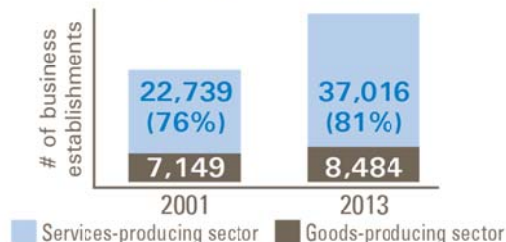


Labour force that **LIVE**
and **WORK** in York Region

55%
in 2011

1% increase from 2001

ECONOMY IS INCREASINGLY SERVICES-BASED



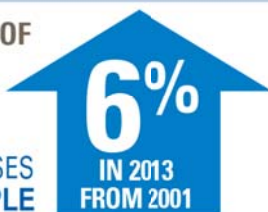
In 2011 **70%**
of population completed
post-secondary education
> Ontario Rate of 54%

**Average Unemployment Rate
2006 to 2012**

York Region 6.6%

Ontario 7.5%

**INCREASING LEVELS OF
ECONOMIC ACTIVITY
THAT CREATE JOBS**



**2011 AVERAGE
HOUSEHOLD INCOME**

YORK REGION \$110,751

Ontario \$85,772

**NUMBER OF BUSINESSES
PER 100,000 PEOPLE**

What the data is telling us?

A stronger live/work ratio has a number of positive impacts on our community including shorter commute times, less traffic congestion, improved quality of life and a stronger local economy. The live/work ratio can be improved by creating jobs in York Region that match the skill set of residents and encouraging local investment in higher education and training.

York Region continues to add jobs, particularly in the crucial area of services and knowledge-based employment. The Region outperforms the average provincial rates in the areas of post-secondary education attainment, average unemployment rate and household income.

While the Region is considered “affluent,” continued focus in areas of live/work and income spent on housing is necessary to maintain economic resiliency of our residents.

Why is this important?

A strong business sector attracts investment, employers, employees and visitors. Over the next four years, York Region and our partners will continue to focus efforts on maintaining the economic progress made to date by continuing to attract, grow and maintain local businesses.

Who York Region needs to partner with for success:

- Local Municipalities
- Chambers of Commerce
- Boards of Trade
- Private Sector Businesses
- Provincial and Federal Government
- Hospitals, Universities and Colleges



STRATEGIC PRIORITY AREA: STRENGTHEN THE REGION'S ECONOMY

Over this term of Council the Region will focus on:

How will we get there?

How will we know we've arrived?

Strategic Objectives	Snapshot of Key Planned Regional Activities	Key Regional Performance Measures
<p>1. Fostering an environment that attracts, grows and maintains businesses</p>	<p>1.1 Complete Office Market Attraction Plan</p> <p>1.2 Facilitate business growth opportunities through marketing and advisory services</p>	<ul style="list-style-type: none"> • Increase percentage of business engagements resulting in business retention, expansion and attraction
<p>2. Supporting the development and retention of Region-wide workforce</p>	<p>2.1 Research York Region business and labour market to inform and develop local and regional business support programs</p> <p>2.2 Enhance workforce development strategies assisting underemployed and unemployed residents</p>	<ul style="list-style-type: none"> • Increase percentage of business engagements with targeted business sectors • Decrease average time on social assistance
<p>3. Focusing on networks and systems that connect people, goods and services</p>	<p>3.1 Implement Economic Development Action Plan</p> <p>3.2 Host a broadband summit to identify top priorities, actions and measures *</p> <p>3.3 Complete and implement Transportation Master Plan</p>	<ul style="list-style-type: none"> • Increase percentage of businesses in services-producing sector * Performance Measure will be identified through the annual reporting on the Plan's progress (if applicable) • Increase number of road lane kilometres new and rehabilitated • Increase number of rapidway lane kilometres
<p>4. Ensuring optimal locations for business and employment growth are available</p>	<p>4.1 Complete review and update of York Region Land Budget report outlining employment land requirements</p> <p>4.2 Review and update Regional Official Plan</p> <p>4.3 Participate in provincial review of Growth Plan for the Greater Golden Horseshoe</p>	<ul style="list-style-type: none"> • Increase percentage of employment land within 1 kilometre of 400-series highways • Increase percentage of employment land within 500 metres of a transit stop



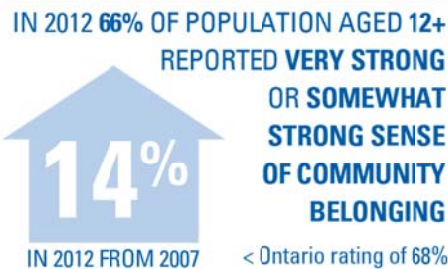
STRATEGIC PRIORITY AREA: SUPPORT COMMUNITY HEALTH AND WELL-BEING



HEALTHY COMMUNITIES



ONTARIO
CHIEF DRINKING WATER INSPECTOR
ANNUAL RATING 2011 TO 2013



TOTAL CRIME RATE
PER 100,000 PEOPLE



IN 2013 FROM 2009

MENTAL HEALTH ACT
APPREHENSION PER
100,000 PEOPLE



IN 2013 FROM 2009

YORK REGIONAL POLICE
BUSINESS PLAN 2014-2016
CAPTURES MORE POLICING TRENDS

What the data is telling us?

The cost of housing continues to climb in York Region. A full range of housing options provide people, at every stage of life and income, with the opportunity to improve their quality of life.

York Region's population continues to age and diversify. Residents are living longer requiring increasing demand on supports to healthy aging.

Crime rate in York Region has steadily declined since 2009 indicating progress in creating safe and secure communities. For more information, see the [*York Regional Police Business Plan 2014 – 2016*](#). Mental health apprehensions under the *Ontario Mental Health Act* have increased. The Act enables police to detain on reasonable grounds someone who is acting in a disorderly manner and is a threat or at risk of causing harm to themselves or others, and escort them to a physician and/or hospital Emergency for examination. Mental health is an important emerging issue that requires attention and dialogue.

Why is this important?

A sustainable community provides the physical and social infrastructure necessary to maintain community health and well-being. Effective social systems help people meet their basic needs and reach their full potential. Over the next four years, York Region and our partners will focus efforts on the availability of affordable housing, continue to optimize the health of residents and make our communities more inclusive and supportive to best meet the needs of our residents.

Who York Region needs to partner with for success:

- Local Municipalities
- Private Sector Businesses
- Provincial Government
- Hospitals and Health Services
- York Regional Police
- Education Sector
- Human Services Planning Board



STRATEGIC PRIORITY AREA: SUPPORT COMMUNITY HEALTH AND WELL-BEING

Over this term of Council the Region will focus on:

How will we get there?

How will we know we've arrived?

Strategic Objectives	Snapshot of Key Planned Regional Activities	Key Regional Performance Measures
<p>1. Increasing the range of available and affordable housing choices</p>	<p>1.1 Increase and sustain the rental housing supply</p> <p>1.2 Support home ownership affordability</p> <p>1.3 Strengthen services for homeless people and those at risk of being homeless to find and keep housing</p>	<ul style="list-style-type: none"> • Increase number of subsidized households • Increase percentage of total housing stock medium/high density residential housing • Increase number of households that receive housing assistance • Increase number of shelter beds
<p>2. Protecting public health</p>	<p>2.1 Optimize the use of paramedic resources so residents have access to appropriate and timely health care</p> <p>2.2 Advance collaborative efforts to increase earlier and streamlined access to mental health supports to connect people at risk</p> <p>2.3 Deliver high quality programs to promote health and prevent injury</p>	<ul style="list-style-type: none"> • Decrease number of long term care residents transported to hospital • Reduction in mental health crisis calls to 911 • Increase number of vaccines administered • Maintain percentage of samples that meet Ontario drinking water standard
<p>3. Making our communities more welcoming and inclusive</p>	<p>3.1 Finalize and implement Corporate Seniors Strategy *</p> <p>3.2 Advance York Region's plans to promote diversity and inclusivity *</p> <p>3.3 Implement Active Transportation Network</p>	<p>* Performance Measures will be identified through the annual reporting on the Plan's progress (if applicable)</p> <ul style="list-style-type: none"> • Increase number of bike lane and paved shoulder kilometres
<p>4. Strengthening the Region's network of human services to support people in achieving their potential</p>	<p>4.1 Grow the Community Investment Fund Program</p> <p>4.2 Grow collaboration across municipal, educational, health care, non-profit sectors by leading the 2015 to 2019 plans and actions of the Human Services Planning Board</p>	<ul style="list-style-type: none"> • Maintain per capita investment of the Community Investment Fund • Maintain or grow number of individual and collective actions of the Board



STRATEGIC PRIORITY AREA: MANAGE ENVIRONMENTALLY SUSTAINABLE GROWTH



SUSTAINABLE ENVIRONMENT

DAILY TRIPS IN 2011 BY MODE OF TRANSPORTATION



IN 2013 RESIDENTS IDENTIFIED **TRANSPORTATION** AS THE SINGLE GREATEST PROBLEM FOLLOWED BY **DEVELOPMENT/INFRASTRUCTURE**

LAND AREA FOREST COVER

Regional Official Plan Target Minimum **25%**



AVERAGE RESIDENTIAL WATER DEMAND (LITRES/CAPITA/DAY)



AVERAGE TRAVEL TIME IN 2011

TORONTO	27.8 minutes
PEEL	30.3 minutes
YORK	32.1 minutes
DURHAM	23.6 minutes

87% SOLID WASTE DIVERTED FROM LANDFILL IN 2013 (INCLUDING ENERGY-FROM-WASTE)



What the data is telling us?

Transportation issues, such as traffic congestion, remain one of the most pressing problems for residents in York Region and across the GTA. After transportation, residents are concerned by development and infrastructure issues. Residents also believe transportation issues in York Region are impacting their health as the amount of time spent commuting is commonly named as a barrier to a healthy lifestyle.

Why is this important?

York Region's population is growing rapidly. The Region's population is estimated to reach 1.8 million by 2041. To achieve sustainable growth means securing the best growth opportunities while protecting the environment and ensuring everyone prospers. With growth is the need for ongoing sustainment of critical infrastructure (water, wastewater, waste management, roads

and transit) and heightened attention on transportation networks and systems that connect people, goods and services.

Over the next four years, York Region and our partners will continue to focus on enhancing transit and road networks while implementing traffic congestion management strategies and protecting our environment through smart growth policies and practices and preserving our green spaces.

Who York Region needs to partner with for success:

- Local Municipalities
- York Region Rapid Transit Corporation
- Provincial and Federal Government
- Development Industry
- Agencies, Conservation Authorities and Non-Government Organizations
- Private Sector Businesses



STRATEGIC PRIORITY AREA: MANAGE ENVIRONMENTALLY SUSTAINABLE GROWTH

Over this term of Council the Region will focus on:

How will we get there?

How will we know we've arrived?

Strategic Objectives	Snapshot of Key Planned Regional Activities	Key Regional Performance Measures
<p>1. Managing traffic congestion</p>	<p>1.1 Complete and implement Transportation Master Plan</p> <p>1.2 Implement Rapid Transit Network</p> <p>1.3 Increase capacity of road network</p>	<ul style="list-style-type: none"> • Increase number of road lane kilometres new and rehabilitated • Increase number of traffic signals reviewed and optimized annually • Increase transit ridership per capita • Increase number of rapidway lane kilometres
<p>2. Optimizing critical infrastructure systems capacity</p>	<p>2.1 Complete and implement Water and Wastewater Master Plan Update</p> <p>2.2 Implement Environmental Services Infrastructure Improvement Program</p> <p>2.3 Implement SM4RT Living Integrated Waste Management Master Plan</p> <p>2.4 Implement Long Term Water Conservation Strategy</p>	<ul style="list-style-type: none"> • Maintain percentage of treated water returned to environment within regulated standards • Reduce quantity of inflow and infiltration in Regional and local wastewater systems • Measure percentage of capital budget spent on renewal/asset management • Increase percentage of solid waste diverted from landfill • Decrease average residential water demand
<p>3. Encouraging growth along Regional Centres and Corridors</p>	<p>3.1 Review and update Regional Official Plan</p> <p>3.2 Explore business growth opportunities in Regional Centres and Corridors</p>	<ul style="list-style-type: none"> • Increase percentage of new development located in Regional Centres and Corridors • Increase percentage of new non-residential development located in Regional Centres and Corridors
<p>4. Preserving green spaces</p>	<p>4.1 Participate in Provincial review of Oak Ridges Moraine Conservation Plan, Greenbelt Plan and Growth Plan for the Greater Golden Horseshoe</p> <p>4.2 Implement Greening Strategy programs which increase forest cover and urban canopy</p>	<ul style="list-style-type: none"> • Maintain percentage of York Region land subject to environmental protection policies • Increase number of hectares of environmental lands secured through the Regional Greening Strategy programs • Increase number of trees and shrubs planted annually through the Regional Greening Strategy programs



STRATEGIC PRIORITY AREA: PROVIDE RESPONSIVE AND EFFICIENT PUBLIC SERVICE

GOOD GOVERNMENT



Resident satisfaction level with Regional government consistently over

70%



2000 to 2013

In 2011 to 2014 York Region among top Employers in the Greater Toronto area



2000 to 2013 York Region Quality of Life Approval Rating

90%

2005 to 2013 satisfaction fluctuated in ability to access **Regional Services**



Access to services include: in person, by phone, email, web, mobile apps and social media.

What the data is telling us?

Based on annual surveys, our community is consistently satisfied overall with Regional government and services.

York Region maintains a high quality of life for residents. Public opinion and values about quality of life are high for the availability of large green spaces, quiet and safe communities.

Customer service indicators show fluctuating satisfaction survey rates in customer responses related to the ability to access Regional services. Residents are increasingly expecting multiple and easier ways to access services.

York Region being named a top employer in the Greater Toronto area 2011 through 2014 is significant in that it demonstrates a strong, skilled, satisfied and committed workforce, all of which are desirable components of providing quality public service.

Why is this important?

The term good government is defined in the Canadian constitution as providing public value through accountability, transparency, predictability, participation and capacity to deliver. Over the next four years, the Region will continue efforts to balance the region's finances, while ensuring services are designed with customers in mind. A particular focus will be optimizing the use of debt and reserves to manage growth, careful and responsible management of all Regional assets (property, financial, human resources, data, information and technology), improvement of customer's access to information and services, and supporting a strong and responsive public service.

Who York Region needs to partner with for success:

- Local Municipalities
- Resident and Business Constituents



STRATEGIC PRIORITY AREA: PROVIDE RESPONSIVE AND EFFICIENT PUBLIC SERVICE

Over this term of Council the Region will focus on:

How will we get there?

How will we know we've arrived?

Strategic Objectives	Snapshot of Key Planned Regional Activities	Key Regional Performance Measures
<p>1. Making it easier to access Regional information and services</p>	<p>1.1 Update the 2001 Customer Service Strategy with a new Customer Experience plan</p> <p>1.2 Implement corporate-wide service delivery related projects including the expansion of the Customer Relationship Management technology system and the Access York corporate contact centre</p> <p>1.3 Creation of a corporate-wide business continuity program</p>	<ul style="list-style-type: none"> • Increase number of staff using the Customer Relationship Management technology system • Increase number of corporate-wide call types handled by Access York • Increase number of services available online • Increase number of data sets available online • Increase number of visits to Regional websites • Increase number of social media followers • Increase percentage of business continuity plans tested annually
<p>2. Ensuring a fiscally prudent and efficient Region</p>	<p>2.1 Delivery of Multi-Year Budget</p> <p>2.3 Delivery of Regional Fiscal Strategy</p>	<ul style="list-style-type: none"> • Increase reserve to debt ratio • Maintain high credit rating • Increase percentage of invoices paid within 30 days
<p>3. Stewardship of the Region's assets</p>	<p>3.1 Implement Infrastructure Asset Management Framework across Corporation</p> <p>3.2 Complete Bi-annual Corporate State of Infrastructure Reports</p> <p>3.3 Complete Information Management Master Plan</p>	<ul style="list-style-type: none"> • Increase contribution to asset replacement and rehabilitation as percentage of replacement value • Increased percentage of assets with real condition assessment data • Increase percentage of Formal Freedom of Information Requests handled within 30 days
<p>4. Strengthening organizational capacity and effectiveness</p>	<p>4.1 Implement the Leadership and Management Development model to retain and attract top talent</p> <p>4.2 Apply for Top Employer Recognition(s)</p>	<ul style="list-style-type: none"> • Measure leadership and management skills gap index • Maintain criteria to achieve top employer recognition(s)

Monitoring and Measuring our Success

The 2015 to 2019 Strategic Plan is considered a “living document”. Regular monitoring and updating to the plan will occur and reported annually to York Regional Council.

The Strategic Plan is integrated with the Region’s Business Planning and Budget process and staff performance management system to ensure the desired progress on the performance measures and planned Regional activities are met. The annual progress reports are imperative to our success and make certain we are working toward our longer-range plan, *Vision 2051*.



York Region’s hierarchy of planning and accountability framework

Monitoring Performance Measures and Reporting on Planned Regional Activities PROGRESS ANNUALLY



Aligned with Multi-Year Budget annual revisions of approved outlook

2015 TO 2019 STRATEGIC PLAN

STRATEGIC PRIORITY AREAS AND OBJECTIVES



ECONOMIC VITALITY

STRENGTHEN THE REGION'S ECONOMY

1. Fostering an environment that attracts, grows and maintains businesses
2. Supporting the development and retention of Region-wide workforce
3. Focusing on networks and systems that connect people, goods and services
4. Ensuring optimal locations for business and employment growth are available



HEALTHY COMMUNITIES

SUPPORT COMMUNITY HEALTH AND WELL-BEING

1. Increasing the range of available and affordable housing choices
2. Protecting public health
3. Making our communities more welcoming and inclusive
4. Strengthening the Region's network of human services to support people in achieving their potential



SUSTAINABLE ENVIRONMENT

MANAGE ENVIRONMENTALLY SUSTAINABLE GROWTH

1. Managing traffic congestion
2. Optimizing critical infrastructure systems capacity
3. Encouraging growth along Regional Centres and Corridors
4. Preserving green spaces



GOOD GOVERNMENT

PROVIDE RESPONSIVE AND EFFICIENT PUBLIC SERVICE

1. Making it easier to access Regional information and services
2. Ensuring a fiscally prudent and efficient Region
3. Stewardship of the Region's assets
4. Strengthening organizational capacity and effectiveness

Measurement Accountability Framework

Strategic Priority Area	Top Community Indicators that Inform 4-Year Strategic Plan Development	Top 10 Regional Performance Measures
<p>STRENGTHEN THE REGION'S ECONOMY</p>	<ul style="list-style-type: none"> Percentage labour force live and work in York Region ROP Number businesses per 100,000 population ISO 37120 Percentage of population completed post-secondary education ISO 37120 Unemployment rate ISO 37120 Number of businesses in goods-producing vs. services-producing sector Average household income ISO 37120 	<ul style="list-style-type: none"> Increase percentage of business engagements resulting in business retention, expansion and attraction Increase percentage of employment land within 500 metres of a transit stop
<p>SUPPORT COMMUNITY HEALTH AND WELL-BEING</p>	<ul style="list-style-type: none"> Percentage of households spending 30 per cent or more of income on housing costs Percentage of survey respondents that think housing affordability is a problem ENVIRONICS Percentage of the population aged 12 and older who reported 'very strong' or 'somewhat strong' sense of community belonging Ontario Chief Drinking Water Inspector annual rating OMBI Mental Health Act apprehensions per 100,000 population Total crime rate per 100,000 population OMBI MPMP 	<ul style="list-style-type: none"> Increase percentage of total housing stock medium/high density residential housing ROP Reduction in mental health crisis calls to 911
<p>MANAGE ENVIRONMENTALLY SUSTAINABLE GROWTH</p>	<ul style="list-style-type: none"> Percentage of daily trips by mode of transportation ROP ISO 37120 Percentage of land area forest cover ROP ISO 37120 Average residential water demand (litres/capita/day) ROP ISO 37120 Survey respondents rating of single most important local issue ENVIRONICS Average travel time Percentage solid waste diverted from landfill (including energy-from-waste) ROP ISO 37120 MPMP OMBI 	<ul style="list-style-type: none"> Increase transit ridership per capita OMBI MPMP Increase percentage of new development located in Regional Centres and Corridors ROP Increase number of trees and shrubs planted annually ROP ISO 37120
<p>PROVIDE RESPONSIVE AND EFFICIENT PUBLIC SERVICE</p>	<ul style="list-style-type: none"> Survey respondents satisfaction level with Regional government ENVIRONICS Survey respondents quality of life approval rating ENVIRONICS Survey respondents satisfaction level with ability to access Regional services ENVIRONICS Top employer recognition(s) received 	<ul style="list-style-type: none"> Increase number of services available online OMBI Maintain high credit rating Increase percentage of business continuity plans tested annually

Supporting Measurement Alignment Tags

ENVIRONICS – Environics Survey

ISO 37120 – ISO 37120 Sustainable Development of Communities – Indicators for City Services and Quality of Life

MPMP – Municipal Performance Measurement Program

OMBI – Ontario Municipal Benchmarking Initiative

ROP – Regional Official Plan Monitoring

<Message from the Chief Administrative Officer
to be included in submission to
Regional Council.>

For more information contact:

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The Regional Municipality of York
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Toll Free 1-877-464-9675
www.york.ca
strategic.plan@york.ca

Accessible formats or communication supports are available upon request.



Detailed Scan of Local Municipalities' Strategic Plans



Town of Aurora



2011 – 2031 Town of Aurora Strategic Plan

Pillar of Success: Community

Goal: Supporting an Exceptional Quality of Life for All

Objective 1: Improve Transportation, Mobility and Connectivity

Objective 2: Invest in Sustainable Infrastructure

Objective 3: Celebrating and Promoting our Culture

Objective 4: Encouraging an Active and Healthy Lifestyle

Objective 5: Strengthening the Fabric of our Community

Pillar of Success: Economy

Goal: Enabling a Diverse, Creative and Resilient Economy

Objective 1: Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business

Objective 2: Supporting small business and encouraging a more sustainable business environment

Pillar of Success: Natural Environment

Goal: Supporting Environmental Stewardship and Sustainability

Objective 1: Encouraging the stewardship of Aurora's natural resources

Objective 2: Promoting and Advancing Green Initiatives

Town of East Gwillimbury



Strategic Plan 2011-2014

Strategic Pillar: Programs & Services

Provide programs and services for a safe, accessible, and livable community

Strategic Pillar: Growth Management

Manage growth for a community that is environmentally responsible and provides healthy places to live, work, play, and learn

Strategic Pillar: Natural Environment

Protect, restore and enhance the Town's natural resources while working for a cleaner environment

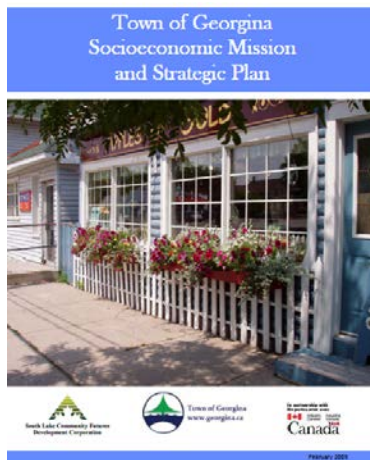
Strategic Pillar: Infrastructure

Maintain and build the Town's investment in infrastructure including roads, sidewalks, facilities, parks, water, and sewer systems and information technology

Strategic Pillar: Municipal Government

Continue to enhance a transparent and accountable municipal government focused on excellence

Town of Georgina



*Town of Georgina
Socioeconomic Mission and
Strategic Plan
(February 2009)*

Strategic Directions

- Retention and Expansion of Existing Businesses
- Industrial Attraction Strategy for Business Park
- Expanding the Tourism Sector
- Entrepreneur Attraction

Partnered Strategies

- Education and Skills Development – with Georgina Trades Training Inc.
- Events Development to support Tourism Sector Expansion - with the Georgina Chamber of Commerce
- The Environment as an Economic Engine – with the Ladies of the Lake and the Alliance for a Better Georgina

Township of King



*King Township's Integrated
Community Sustainability Plan
(April 2012)*

Pillars of Sustainability: Environment, Economy, Socio-culture, Finance

Themes:

- Land-use Planning
- Natural Areas & Stewardship
- Transportation
- Energy, Air Quality & Climate Change
- Water
- Waste
- Sense of Community
- Connection to the Land
- Heritage
- The Arts
- Health, Safety & Wellness
- Research, Partnerships & Innovation
- Annual Budget & Business Plan
- Financial Sustainability
- Managing Growth
- Tourism Advancement & Promotion
- Local Economy
- Agriculture & Equine
- Village Vitality & Prosperity

City of Markham

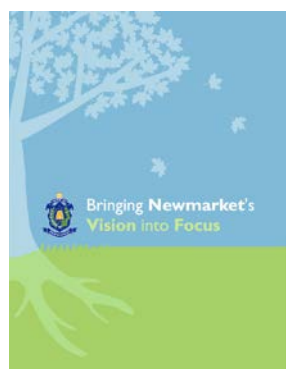


*Building Markham's
Future Together 2013*

Strategic Priorities:

- Growth Management
- Municipal Services
- Improving transportation and transit links
- Protecting our environment
- Parks, recreation, library and cultural services facilities and ensuring public safety
- Celebrating diversity
- Economic Development

Town of Newmarket



*Bringing Newmarket's
Vision into Focus*

Strategic Directions:

- Living Well
- Well-Balanced
- Well-Equipped & Managed
- Well-Planned & Connected
- Well-Respected

Town of Whitchurch –Stouffville



*2011-14 Corporate Strategic Plan
(Approved November 15, 2011)*

Priority: Community Prosperity and Sustainability

Theme: Balanced growth, environmental protection, economic development, tourism, community character and identity

Priority: Fiscal and Asset Management

Theme: As stewards of the public trust, manage the Town's resources in a fiscally responsible manner, promote partnership opportunities and advance Town interests

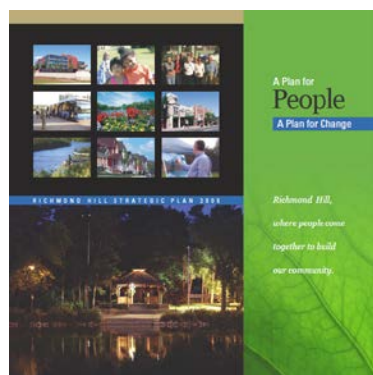
Priority: Service Excellence & Community Engagement

Theme: High quality, citizen-centred services, responsive to the needs of informed and involved citizens

Priority: Quality of Life

Theme: Encompasses community safety, diversity, promoting healthy lifestyles, leisure and culture; complements community prosperity and sustainability

Town of Richmond Hill



*Richmond Hill
Strategic Plan 2009*

Goal One: Stronger Connections in Richmond Hill

Outcome One: Planning for a connected community

Outcome Two: Opportunities and places for people to connect get involved

Outcome Three: Physical connections in the community

Outcome Four: Improving connections in our environment

Goal Two: Better choice in Richmond Hill

Outcome One: Better options to move around

Outcome Two: Better options for working and doing business

Outcome Three: Better options for where to live

Outcome Four: Better options for being active and involved

Goal Three: A More Vibrant Richmond Hill

Outcome One: Respecting the past

Outcome Two: A sense of identity and place

Outcome Three: Looking to the future

Goal Four: Wise Management of Resources in Richmond Hill

Outcome One: Less waste

Outcome Two: Being responsible

City of Vaughan



*City of Vaughan
Strategic Plan
(2013)*

Service Excellence

Strategic Goal: Service levels consistent with citizen needs

Strategic Themes:

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health and Wellness
- Lead and Promote Environmental Sustainability
- Preserve Our Heritage and Support Diversity, Arts and Culture

Staff Excellence

Strategic Goal: People supporting each other

Strategic Themes:

- Demonstrate Effective Leadership
- Value and Encourage a Highly Motivated and Engaged Workforce
- Attract, Retain and Promote Skilled Staff
- Support the Professional Development of Staff

Organizational Excellence

Strategic Goal: High performance through continuous improvement

Strategic Themes:

- Ensure a High Performing Organization
- Manage Corporate Assets
- Ensure Financial Sustainability
- Manage Growth and Economic Well-Being