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**From:** McPhail, Roxanne <Roxanne.McPhail@york.ca> **On Behalf Of** Regional Clerk

**Sent:** Monday, May 31, 2021 9:02 AM

**To:** Aurora Clerks General Inbox <Clerks@aurora.ca>; Aguila-Wong, Christine <caguila-wong@markham.ca>; clerks@newmarket.ca; EG Clerks General Inbox <clerks@eastgwillimbury.ca>; King Clerks General Inbox <clerks@king.ca>; Rachel Dillabough <rdillabough@georgina.ca>; Richmond Hill Clerks General Inbox <clerks@richmondhill.ca>; Vaughan Clerks General Inbox <clerks@vaughan.ca>; WS Clerks General Inbox <clerks@townofws.ca>

**Subject:** Regional Council Decision - Renewing York Region's Vision: "Strong, Caring, Safe Communities"

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On May 27, 2021 Regional Council made the following decision:

1. The Regional Clerk circulate this report to local municipalities.

The original staff report is attached for your information.

Please contact Krista South, Executive Manager, Office of the Chief Administrative Officer at 1-877-464-9675 ext. 71208 if you have any questions with respect to this matter.

Regards,

**Christopher Raynor** | Regional Clerk, Office of the Regional Clerk, Corporate Services

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Our Mission: **Working together to serve our thriving communities – today and tomorrow**

# **The Regional Municipality of York**

Committee of the Whole  
Finance and Administration  
May 13, 2021

Report of the Chief Administrative Officer

## **Renewing York Region's Vision: "Strong, Caring, Safe Communities"**

### **1. Recommendations**

The Regional Clerk circulate this report to local municipalities.

### **2. Summary**

This report presents the updated Draft Vision.

Key Points:

- Vision outlines Regional Council's commitment towards realizing the quality of life our residents want now and in the future
- Vision serves as the guiding star for the Region's corporate planning activities and ensures all York Region staff are working in the same direction, regardless of their role or function within the organization
- Consultation efforts identified a desire for a simplified Vision document while maintaining key components of Vision, including the Vision statement of Strong, Caring, Safe Communities and support of the four community result areas of Economic Vitality, Healthy Communities, Sustainable Environment and Good Government
- Community indicators will be reported to each term of Council to share the progress towards achieving Vision
- A Final Vision is anticipated to be presented to Council before end of 2021

### **3. Background**

#### **Vision is Regional Council's commitment to the community, outlining the quality of life our residents want now and in the future**

Vision outlines aspirations for our community and measures of success towards achieving the quality of life our residents want now and in the future. York Region works with community partners towards achieving this "Vision".

The previous Vision, [Vision 2051](#), was endorsed [May 2012](#) and carried forward the vision statement of "Strong, Caring, Safe Communities" from Vision 2026.

The Vision update process was last communicated to Council through the [October 2019](#) Council Education Session and follow-up memo in [November 2019](#). Due to COVID-19, this Draft Vision report to Council has been slightly delayed.

#### **The Region's Corporate Strategic Plan, Multi-Year Budget and other plans align with Vision**

Vision serves as the guiding star for the Region's corporate planning activities and strengthens corporate culture. It ensures all York Region staff are working in the same direction, regardless of their role or function within the organization. York Region's corporate performance management framework ensures consistent, corporate-wide application and alignment with Vision through the Corporate Strategic Plan, Multi-Year Budget, Departmental Plans and Individual Performance Plans.

To maintain a focus on the longer-term Vision, the Region sets priorities over each four-year Term of Council through the Corporate Strategic Plan, in alignment with the four community result areas of Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. To ensure progress is achieved, the Corporate Strategic Plan aligns performance measures and activities with Council's priorities and is integrated with the Region's Multi-Year Budget, department-led plans and individual performance plans.

Vision also serves as a guiding document for the Region's provincially-mandated plans such as the Regional Official Plan.

### **4. Analysis**

#### **Engagement with stakeholders and staff identified what our residents want for their communities now and in the future**

The Draft Vision was created through consultations with our community that have been ongoing since 2018. The Region encouraged stakeholders to share information, exchange ideas, generate discussion and ask important questions about York Region's future.

The updated Vision is intended to connect and unify residents and our community partners in achieving York Region's Vision. Consultation efforts have identified a desire for a simplified Vision document while maintaining key components, including the Vision statement of Strong, Caring, Safe Communities and support of the four community result areas of Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

### **Progress towards achieving Vision will be monitored through community indicators**

Progress towards achieving Vision will be measured through community indicators that will be reported to each Term of Council.

Community indicators are measures that help quantify the achievement of our desired results for our communities. Multiple community and government partners are involved in improving the results of community indicators.

Community indicators are important to provide measurement and integrity for Council's Vision. They are the final steps towards making the Vision credible, measurable and tangible.

Many of the community indicators being considered are also social determinants of health, such as those relating to employment, education, housing and access to services, recognizing that social and economic factors influence people's health and are key to ensuring positive health and wellness outcomes for York Region residents.

Validation sessions will be hosted over the next several months with various stakeholders, including local municipal leaders and key staff from York Region and York Regional Police, to select and prioritize meaningful community indicators.

### **Meaningful feedback representative of the community will continue to inform the Draft Vision**

York Region has a long history of surveying York Region residents to better understand residents' preferences, needs, opinions and satisfaction levels with Regional services. The annual community surveys are statistically representative of the make up of York Region's population according to the latest Census data. Feedback and input received are a tool for internal decision-making and help to inform program and policy decisions.

### **A Final Vision is anticipated to be presented to Council by end of 2021**

Over the next several months, staff will work with key stakeholders to clearly define the Vision's aspirational statements and select meaningful community indicators to measure Vision's goals. Staff plan to develop a final Vision for Council's consideration by end of 2021. The completion and approval of final Vision will kick off the start of a fulsome communications campaign to share Vision with the community, including promotional materials and messaging.

## 5. Financial

The development of the updated Vision is being completed using the existing Regional Staff complement and within approved business plans and budgets.

## 6. Local Impact

Local municipalities are key stakeholders in achieving our community Vision for York Region.

Staff recommend this report be circulated to local municipalities for their information and will be reaching out to local CAOs and their senior staff for feedback. This feedback will be used to further inform the final Vision.

## 7. Conclusion

Vision is Regional Council's long-term commitment to the community and guides decision making towards realizing the quality of life our residents want now and in the future. Vision serves as the guiding star for the Region's corporate planning activities and ensures all York Region staff are working in the same direction, regardless of their role or function within the organization.

Consultations identified a desire for a simplified Vision document while maintaining key components, including the Vision statement of Strong, Caring, Safe Communities and support of the four community result areas of Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. Community indicators will be reported to each term of Council to share the progress towards achieving Vision.

Over the next several months, staff will work with key stakeholders to clearly define the Vision's aspirational statements and select meaningful community indicators to measure Vision's goals. A final Vision will be presented to Council before the end of 2021.

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For more information on this report, please contact Krista South, Executive Manager, Office of the Chief Administrative Officer at 1-877-464-9675 ext. 71208. Accessible formats or communication supports are available upon request.



Approved for Submission: **Bruce Macgregor**  
Chief Administrative Officer

April 30, 2021  
Attachments (1)  
eDOCS #12445149

# VISION

DRAFT

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



Mayor



Regional Councillor



Mayor



Mayor



Mayor



Mayor

**STRONG  
CARING  
SAFE  
COMMUNITIES**

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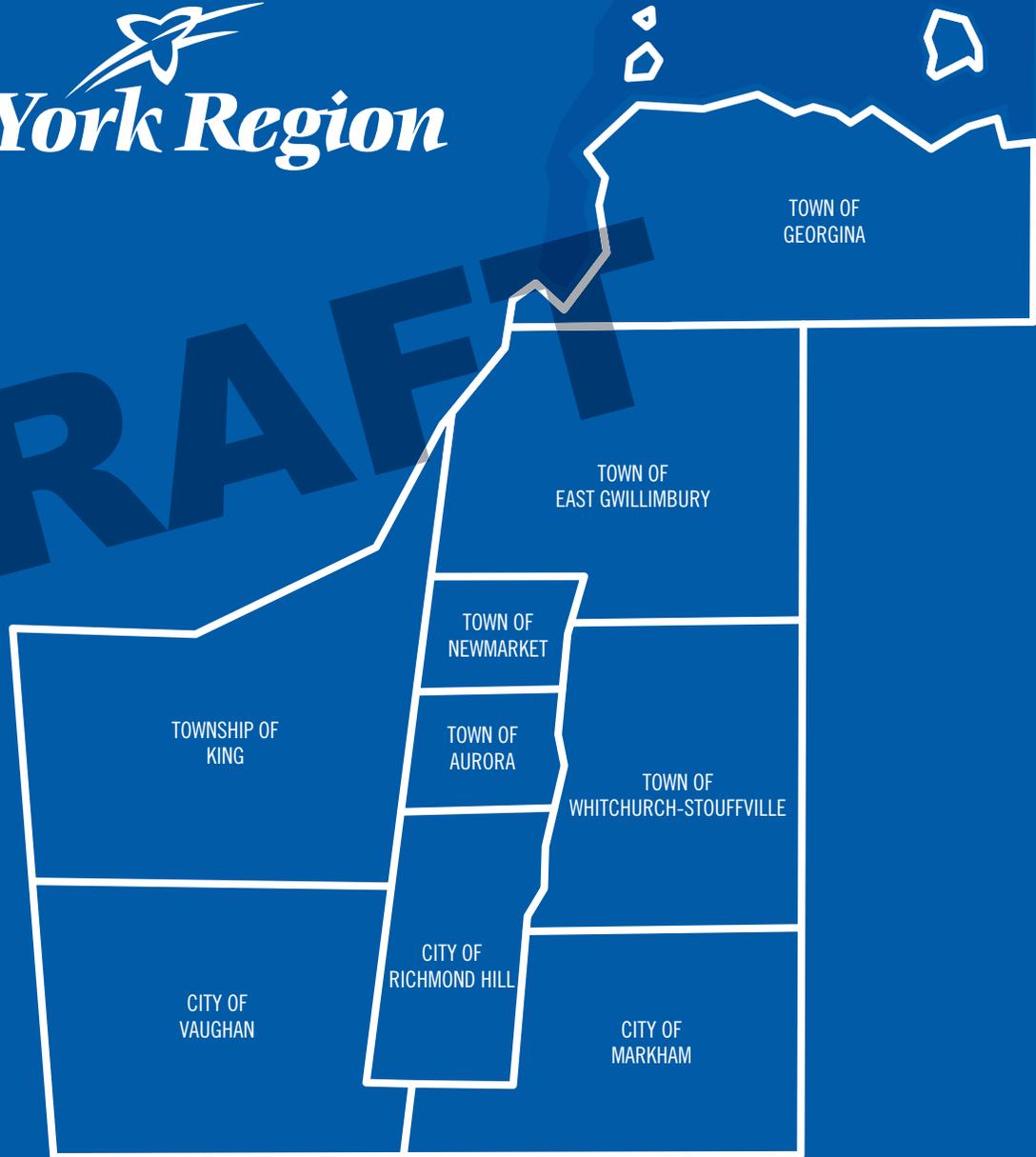


GEORGINA



# York Region

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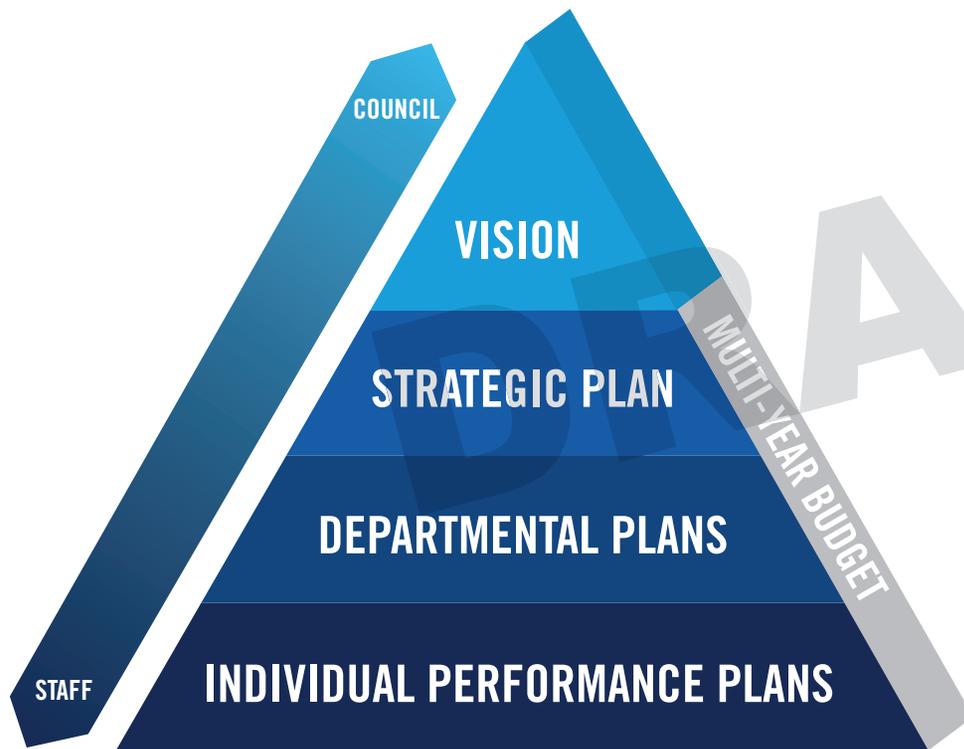


## What is York Region's Vision?

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.



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

DRAFT

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

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## 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.

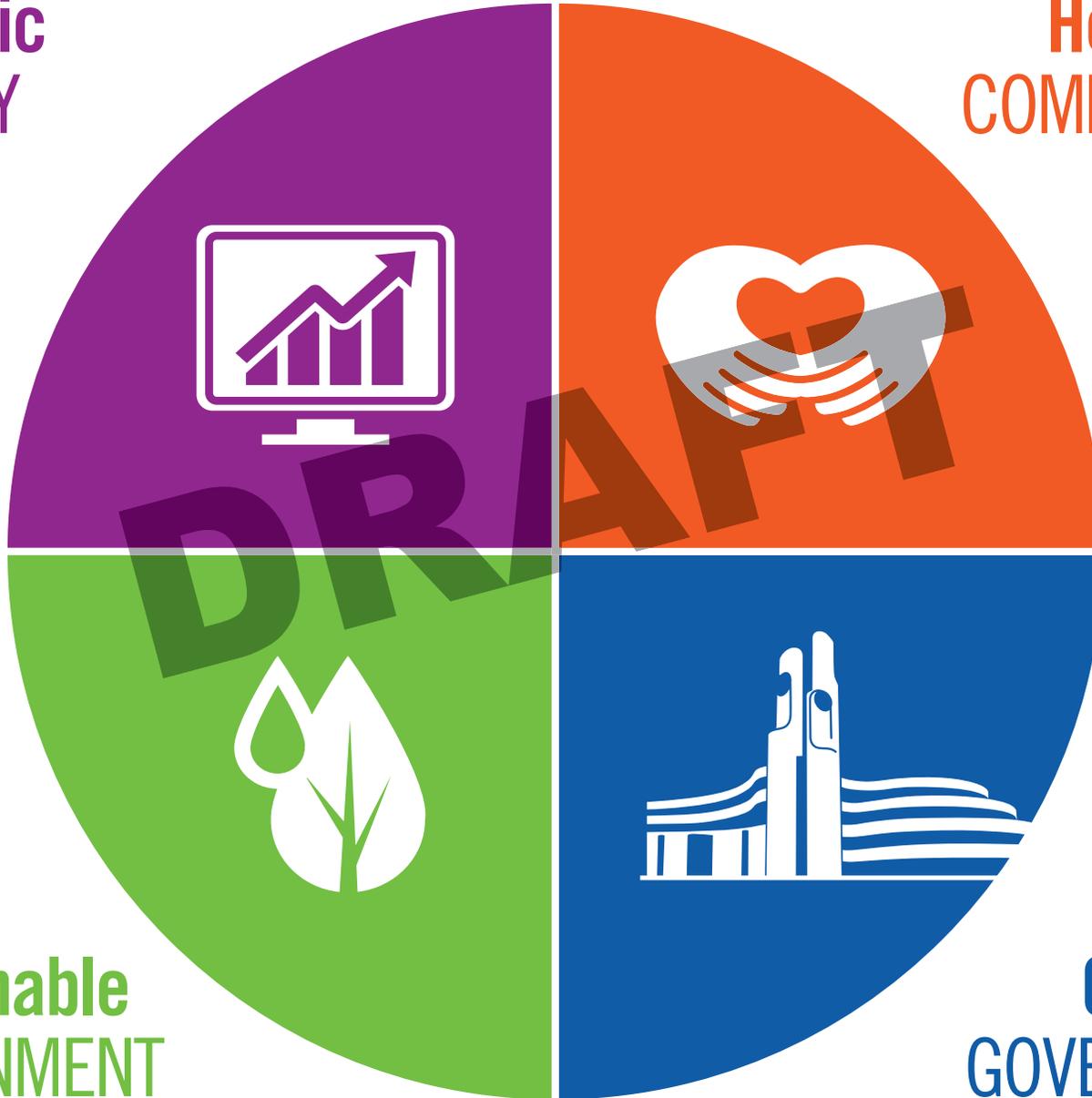
Like the Visions that came before this, the current Vision was developed with a great mindfulness of the past in addition to a great deal of conversation with the community.

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**

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*Nelson Mandela*



# Economic VITALITY

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

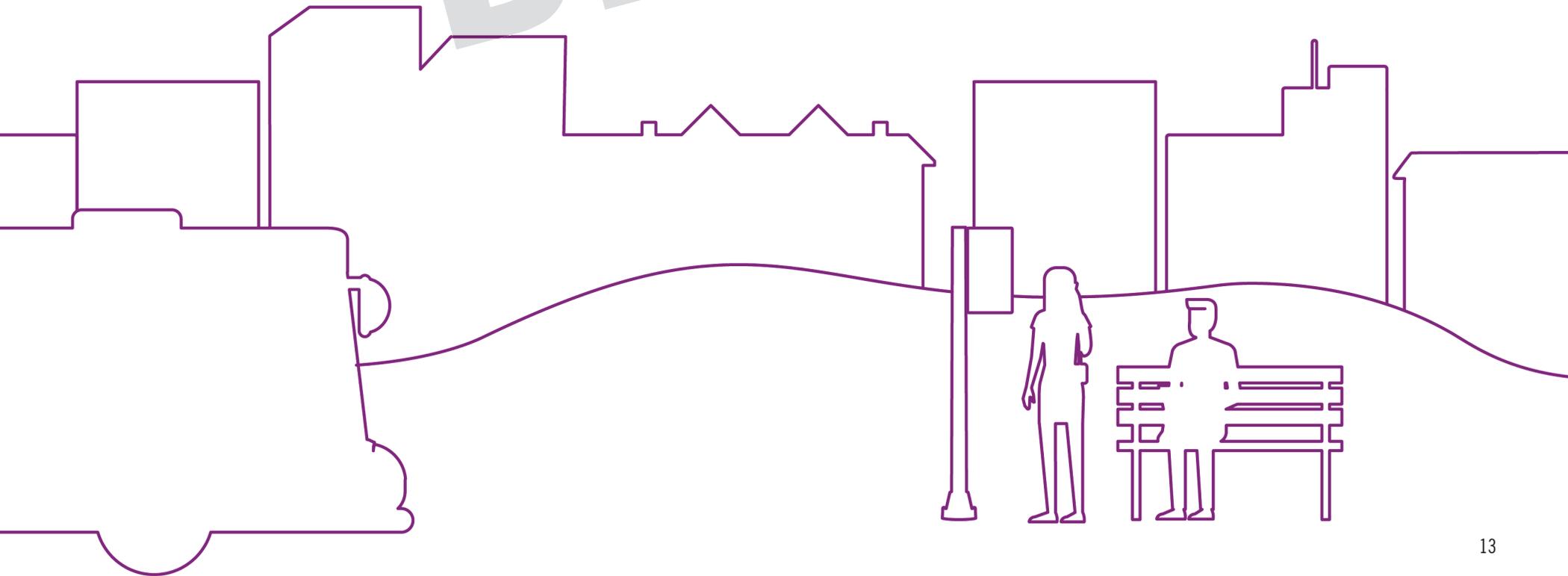
# the VISION

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?

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- 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

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**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

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**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



A stylized white graphic on a blue background. On the left, a vertical pen-like shape is shown with a paperclip. To its right, several horizontal lines of varying lengths extend to the right, resembling a stack of papers or a document. A horizontal white line is positioned below the word 'GOVERNMENT' in the title.

# Good GOVERNMENT

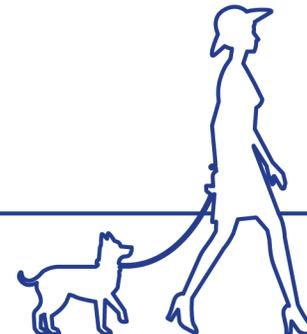
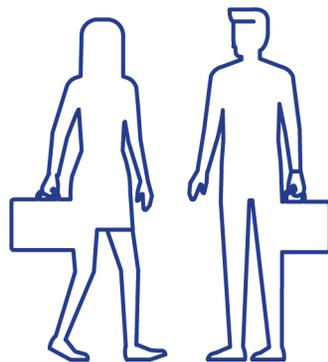
**Focuses on the financial sustainability, openness, accessibility, transparency, accountability and reliability of government and its related programs and services to our communities.**

# theVISION

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



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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

