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

Sent: Thursday, December 2, 2021 11:54 AM

Subject: Regional Council Decision - Renewing York Region's Vision: Strong, Caring, Safe Communities – Final Report

On November 25, 2021 Regional Council made the following decision:

1. Regional Council approve the renewed Vision document.
2. The Regional Clerk circulate this report to local municipalities for their information.

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
November 11, 2021

Report of the Chief Administrative Officer

Renewing York Region's Vision: *Strong, Caring, Safe Communities* – Final Report

1. Recommendations

1. Regional Council approve the renewed Vision document.
2. The Regional Clerk circulate this report to local municipalities for their information.

2. Summary

This report presents the updated Vision document (Attachment 1).

Key Points:

- Vision reaffirms Regional Council's commitment to strong, caring, safe communities
- Vision serves as the guiding star for the Region's corporate activities, ensuring all York Region staff are similarly inspired, regardless of their role or function within the organization
- Consultation identified a desire for a simplified Vision document while maintaining key components of Vision 2051, including the Vision Statement of *Strong, Caring, Safe Communities* and support of four areas of focus: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government
- Community indicators will be reported to each term of Council to inform Council, the community and staff how York Region is tracking in sustaining strong, caring and safe communities

3. Background

Regional Council is committed to strong, caring, safe communities

Vision outlines Council's commitment to strong, caring, safe communities. Vision represents the entire York Region population, with multiple partners involved in achieving the aspirational objectives set out in Vision.

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

A draft Vision was delivered to Council in [May 2021](#) with validation activities occurring over the balance of the year to finalize the Vision Document. Validation activities included information sharing with local municipal Chief Administrative Officers, a community indicator workshop and ongoing coordination with York Regional Police.

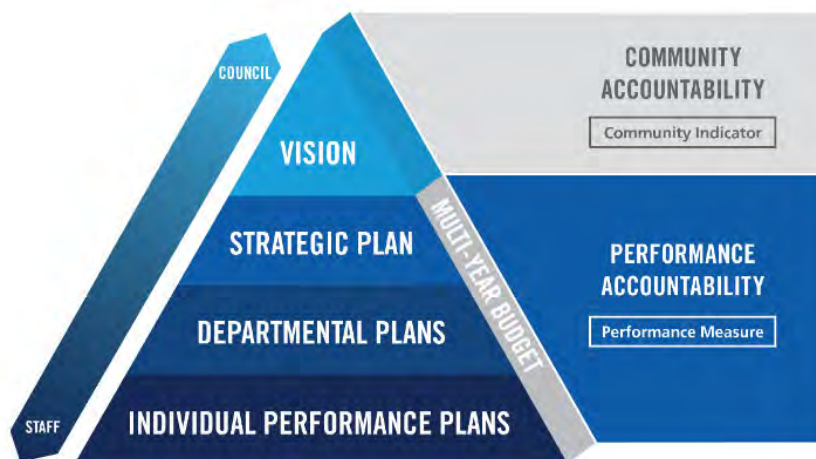
The Region's Corporate Strategic Plan, Multi-Year Budget and other plans align with Vision

Vision serves as the guiding star for all of the Region's corporate activities. It ensures all York Region staff work in the same direction regardless of their role or function within the organization. York Region's Corporate Performance Management Framework (Figure 1) ensures consistent, corporate-wide application and alignment with our Vision.

To maintain organizational focus on Vision, the Region sets priorities over each four-year term of Council through the Corporate Strategic Plan, in alignment with the four areas of focus: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Corporate Strategic Plan is integrated with the Region's Multi-Year Budget and provides direction to Departmental 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 and the Community Safety and Wellbeing Plan.

Figure 1
Corporate Performance Management Framework

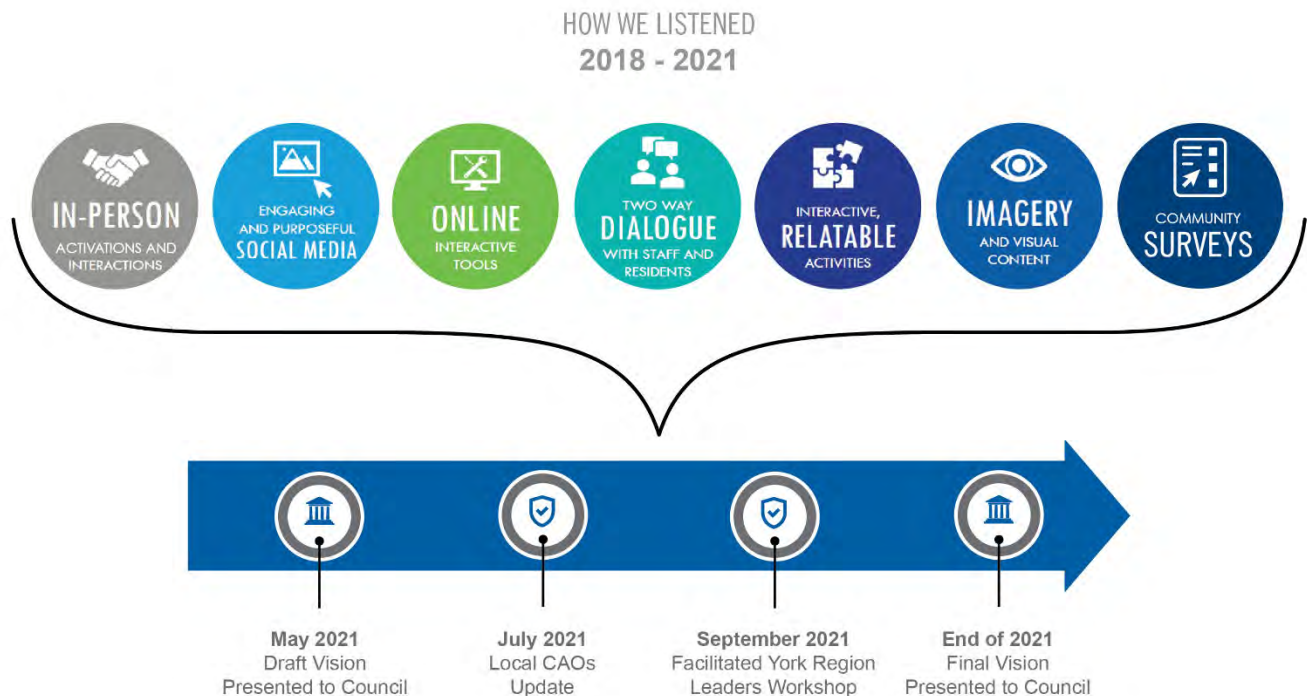


4. Analysis

Engagement with the community and stakeholders identified what York Region residents envision now for a better future

Community consultations since 2018 informed the renewal of the Vision Document (Figure 2). Consultations included outreach to every household in York Region through the Region's print publication, York Region Matters, along with nearly 4,000 direct engagements with stakeholders. Community members came together in person prior to the COVID-19 pandemic to enjoy walk and talks with the Chief Planner, York Region's social agencies and police services came together for consultations, and futurist and planning sessions were held with Council and senior management engaging renowned experts in the field. Statistically significant resident surveys also helped validate areas of focus and aspiration, highlighting areas residents enjoy about York Region while also flagging areas of concern.

Figure 2
Community consultation for Vision has been ongoing since 2018



Feedback provided valuable insight about the kind of place residents want York Region to be. Most residents feel the overall quality of life in York Region is very high and communities are safe. Residents also shared top-of-mind issues, which included those of housing affordability and the need for more robust transportation options. In addition, there is continued and growing interest in concepts such as embracing innovation and digital approaches, connectivity, inclusivity, resiliency, equity, social cohesion and prosperity. COVID-19 and public health concerns were new areas captured in recent surveys with corresponding impacts on how people live and work.

With regards to the Vision document, consultation identified the desire for a simplified document while maintaining key components, including the Vision Statement of *Strong, Caring, Safe Communities* and support for four areas of focus: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. These insights are reflected in the renewed Vision.

Meaningful feedback representative of the community informs Vision

York Region's history of community polling helps Council understand and respond to resident preferences, needs, opinions and satisfaction levels. York Region's annual community surveys are statistically representative of the make up of the Region's population according to the latest Census data. Feedback and input received helps internal decision-making through informing program and policy decisions. Ongoing consultation has been especially important to validate the renewed Vision considering the impact of the COVID-19 pandemic. Surveying the York Region Accessibility Advisory Committee when finalizing Vision further ensured the renewed Vision reflects the many diverse perspectives in the Region's communities.

York Region is a place of Economic Vitality, Sustainable Environment, Healthy Communities and Good Government, now and in the future

While York Region's Vision documents have evolved and matured over time, the overall objectives and goals remained stable and could be similarly streamlined according to four areas of focus.

In staying true to the request for the refreshed Vision Document to be higher-level and more aspirational, the renewed Vision is rooted in Economic Vitality, Sustainable Environment, Healthy Communities and Good Government as areas of aspirational focus, while the Strategic Plan and Departmental Plans will identify action items moving forward, allowing staff to be flexible and responsive to residents' changing needs.

Community indicators will show how York Region is doing in achieving Vision

Community indicators will be reported to each term of Council to show how York Region is doing in achieving Council's Vision of strong, caring, safe communities. Community indicators are key to making the Vision credible and tangible.

Vision's community indicators were selected after thorough environmental scanning and assessed in alignment with existing global and national standards, such as the [United Nations Sustainable Development Goals](#) and [Canadian Index of Wellbeing](#). Many of the community indicators are also [social determinants of health](#), such as those relating to income, employment and housing, recognizing social and economic factors are key to ensuring positive health and wellness outcomes for York Region residents.

Indicators were prioritized through consultation with leaders from across the organization. The community indicators in the Vision Document were selected for aligning most with the Vision Statement of *Strong, Caring, Safe Communities*.

Vision is enduring and timeless

With the approval of the refreshed Vision, staff will deliver a Vision Report to Council with every term of Council. The Vision Report will provide Regional Council with updates on community indicators and highlight some of the community activity taking place to ensure Vision is being fulfilled.

The Corporate Strategic Plan, which sets priorities over each four-year term of Council to achieve Vision, will continue to be reported on annually to Council using performance measures to track how well core services are working towards contributing to our communities' wellbeing.

5. Financial

The development of the updated Vision was completed using existing Regional staff complement and within approved business plans and budgets.

6. Local Impact

Local municipalities are key stakeholders in achieving Regional Council's Vision of strong, caring, safe communities for York Region. Staff conducted environmental scans of local municipal strategic plans, and confirmed Vision is consistent with and complementary to local municipal plans. The local Chief Administrative Officers group was also consulted as part of the Vision validation process.

Staff recommend this report be circulated to local municipalities for their information.

7. Conclusion

Vision is Regional Council's commitment to strong, caring, safe communities. Vision serves as the guiding star for all of the Region's corporate activities and ensures all York Region staff work are similarly inspired, regardless of their role or function within the organization.

Consultations identified a desire for a simplified Vision Document while maintaining key components, including Council's Vision Statement of *Strong, Caring, Safe Communities* and support of four areas of focus: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

Regular analysis will ensure ongoing alignment with Vision. Regional Council will receive a fulsome report each term of Council outlining the progress towards achieving Vision.

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

October 29, 2021

Attachments (1)

eDOCS #13208099

VISION

Strong, Caring, Safe Communities



FINAL DRAFT
October 2021



Chairman & CEO
Wayne Emmerson



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
John Taylor
Newmarket



Regional Councillor
Tom Vegh
Newmarket



Acting Mayor
Joe DiPaola
Richmond Hill



Regional Councillor
Carmine Perrelli
Richmond Hill



Acting Regional Councillor
Godwin Chan
Richmond Hill



Mayor
Maurizio Bevilacqua
Vaughan



Regional Councillor
Mario Ferri
Vaughan



Regional Councillor
Gino Rosati
Vaughan



Regional Councillor
Linda Jackson
Vaughan



Mayor
Margaret Quirk
Georgina



Regional Councillor
Robert Grossi
Georgina



Mayor
Tom Mrakas
Aurora



Mayor
Virginia Hackson
East Gwillimbury



Mayor
Steve Pellegrini
King



Mayor
Iain Lovatt
Whitchurch-Stouffville

Message from York Region Chairman and CEO and Members of Regional Council

York Regional Council is committed to
strong, caring, safe communities.

Vision documents our commitment to York Region. It is the outcome of more than two years of outreach and engagement with residents, partners and staff, listening closely to ensure we truly understood and captured what residents wanted and needed, today and tomorrow.

Vision is also a recognition of our accountability to the community. It is the north star that aligns the work we do and guides the practices of our ambitious and productive workforce. From Vision flows the actions and measurements captured in our Corporate Strategic Plan, departmental plans and, ultimately, the performance plans of each of our staff members.

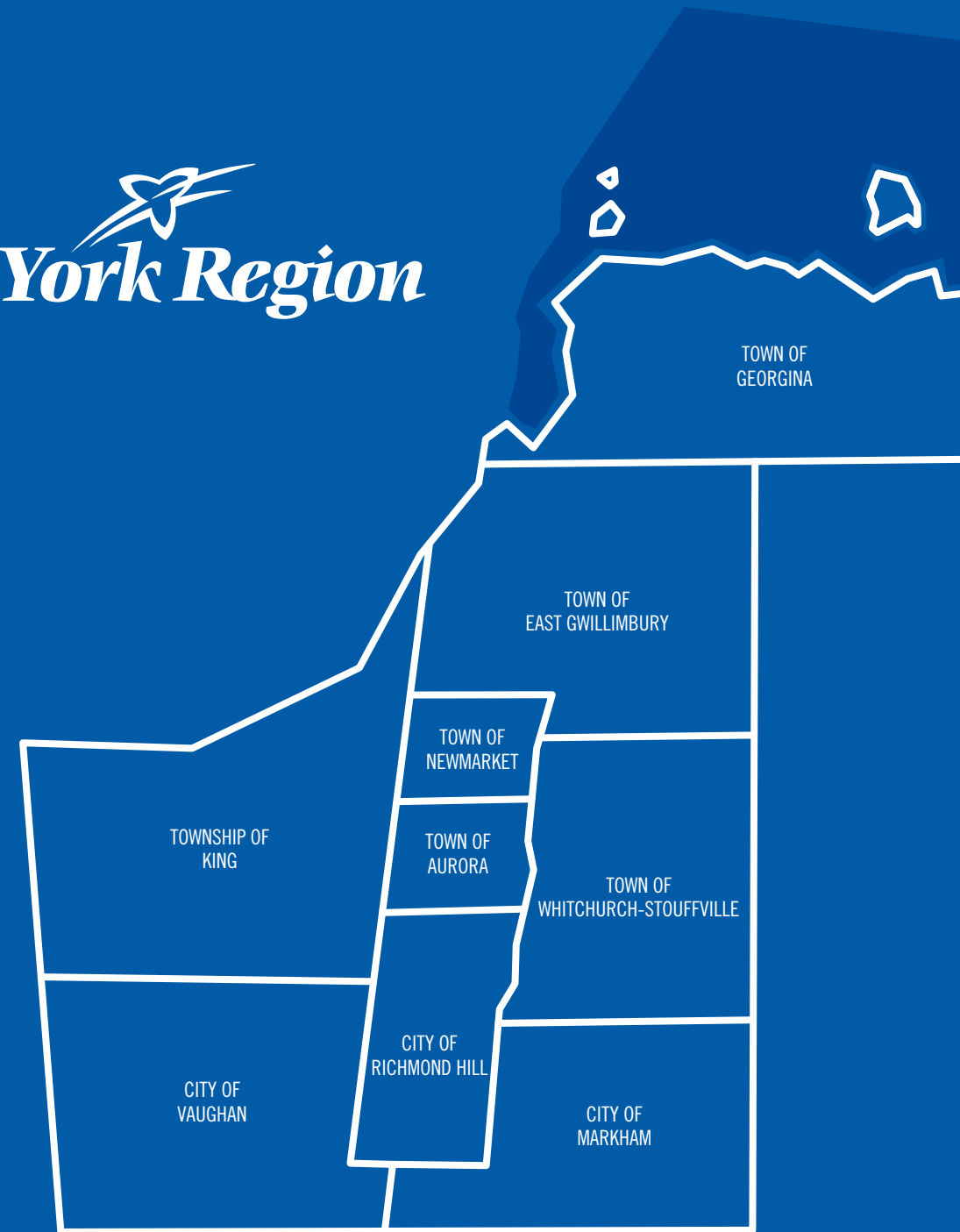
We acknowledge York Region is located on the traditional territory of many Indigenous peoples such as the Huron-Wendat First Nation, the Haudenosaunee and the Anishinaabe peoples and the treaty territories

of the Chippewas of Georgina Island First Nation and the Mississaugas of the Credit First Nation. York Region falls under Treaty 13 with the Mississaugas of the Credit First Nation and the Williams Treaties with the Chippewas of Beausoleil, Georgina Island and Rama First Nations and the Mississaugas of Alderville, Curve Lake, Hiawatha and Scugog Island First Nations. There are also other land claims and treaty rights involving portions of York Region that have not been definitively resolved. The Chippewas of Georgina Island First Nation is the closest First Nation community to York Region. We thank these and other Indigenous peoples for sharing their land with us.

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.




York Region



VISION

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

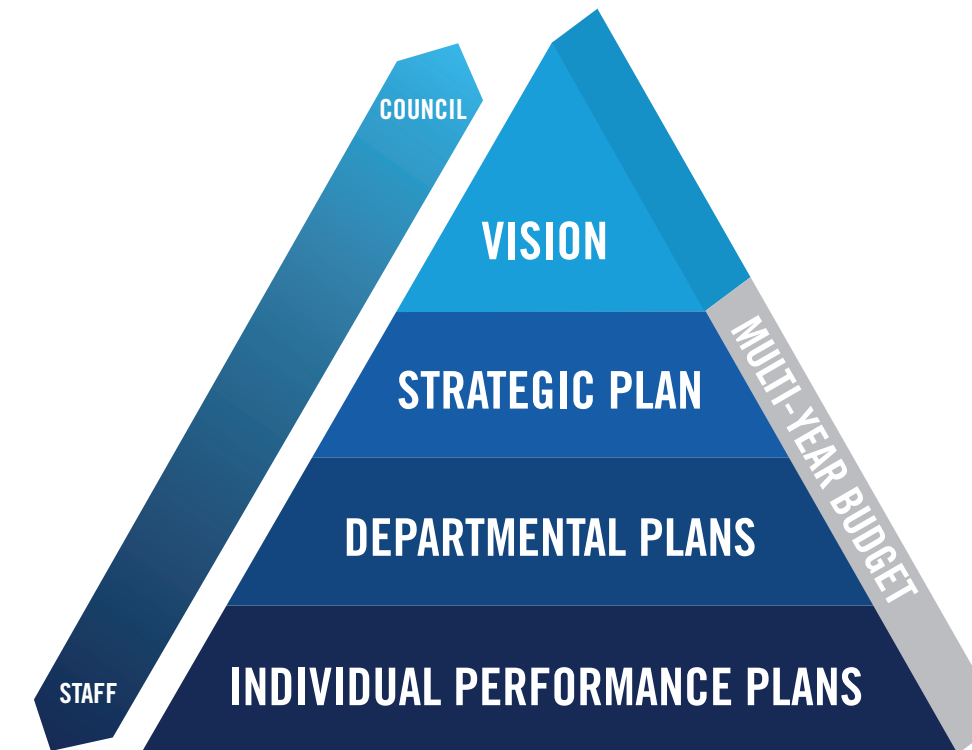
**Integrity
Commitment
Accountability
Respect
Excellence**

York Region's Vision

STRONG CARING SAFE COMMUNITIES

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

York Region's Vision expresses Council's commitment to *strong, caring, safe communities*. 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 kinds of communities York Region residents envision now for the future.

Vision has a long-term outlook well beyond the time frames of the Region's more time-bound documents, such as the four-year Corporate 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.

We Listen

York Regional Council and staff are committed to listening to our community and our partners.

We listened closely to create this Vision, including nearly 4,000 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

Futurist and planning sessions were held with Council and senior management by renowned experts in the field

Outreach was conducted with every household in York Region through the Region's print publication, York Region Matters

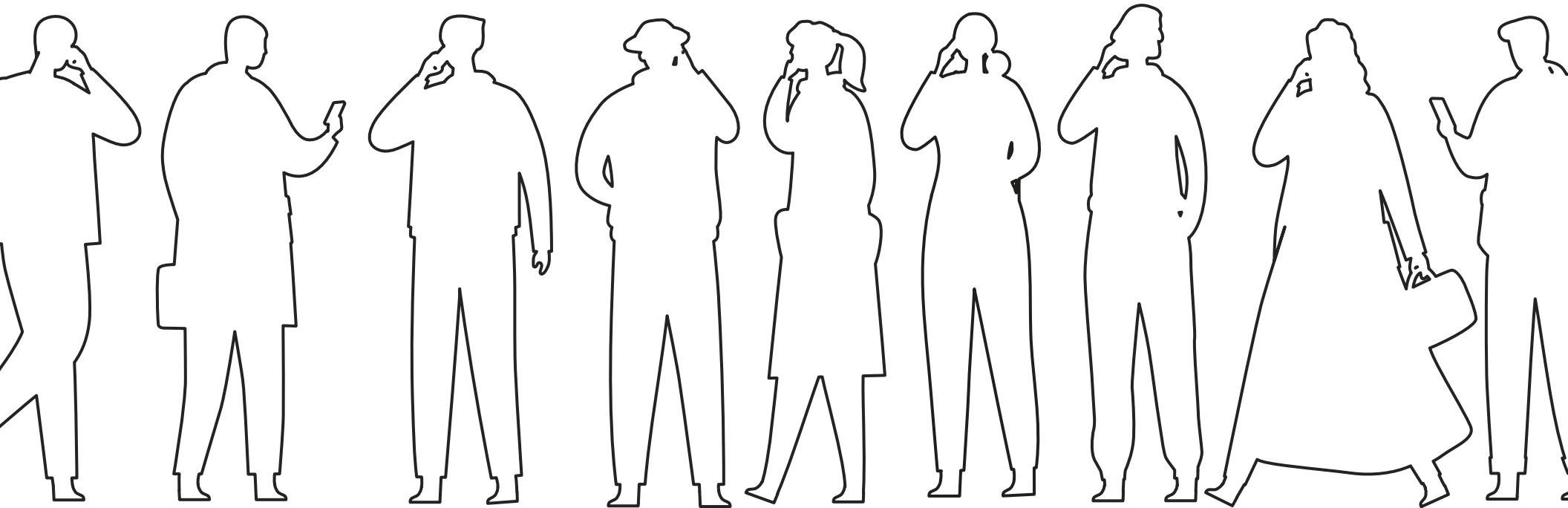
We Survey Residents

York Region has a long history of surveying residents, which is a testament to Council's commitment to understanding resident preferences, needs, opinions and satisfaction levels.

Annual community surveys are statistically representative of the make up of York Region's population, all the way from age, gender and education to diversity.

We surveyed residents and 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 very high and safe.

We commit to continuing our surveying of residents, asking questions to ensure Vision resonates with all members of the community and no part of the community is left behind.



84% of residents feel York Region is living up to its Vision of **STRONG, CARING, SAFE COMMUNITIES**

Source: Community Opinion Polling, 2020





We learn about the type of life residents envision now for a better future.

Residents shared their Vision of York Region. In this 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.

York Region is renowned for healthy living. 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.

York Region protects its natural environment with a focus on sustainable building and living to reduce our ecological impact.

York Region is renowned for its openness and engagement of community in decision making. It is a place of social inclusion and support that promotes and protects social cohesion for all.

We will continually strive to make this Vision a reality and commit to continuously learning about the type of life residents envision now for a better future.



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



We Evolve

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 Vision was developed with a great mindfulness of the past along with a great deal of conversation with the community.

Though York Region's Vision has evolved and matured over time, the overall goals of the Region have remained consistent. These goals align with the Region's areas of focus identified in the following pages – the four overarching conditions of well-being for our communities: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

These areas of aspirational focus are at the heart and soul of our work and cascade through our entire organization. They are captured and reported on in the Corporate Strategic Plan and supported by the Region's Multi-Year Budget.



ACTION
WITHOUT **vision** IS
ONLY PASSING **time**,
VISION
WITHOUT **action** IS
MERELY DAY DREAMING,
but **VISION with ACTION**
CAN CHANGE
THE WORLD

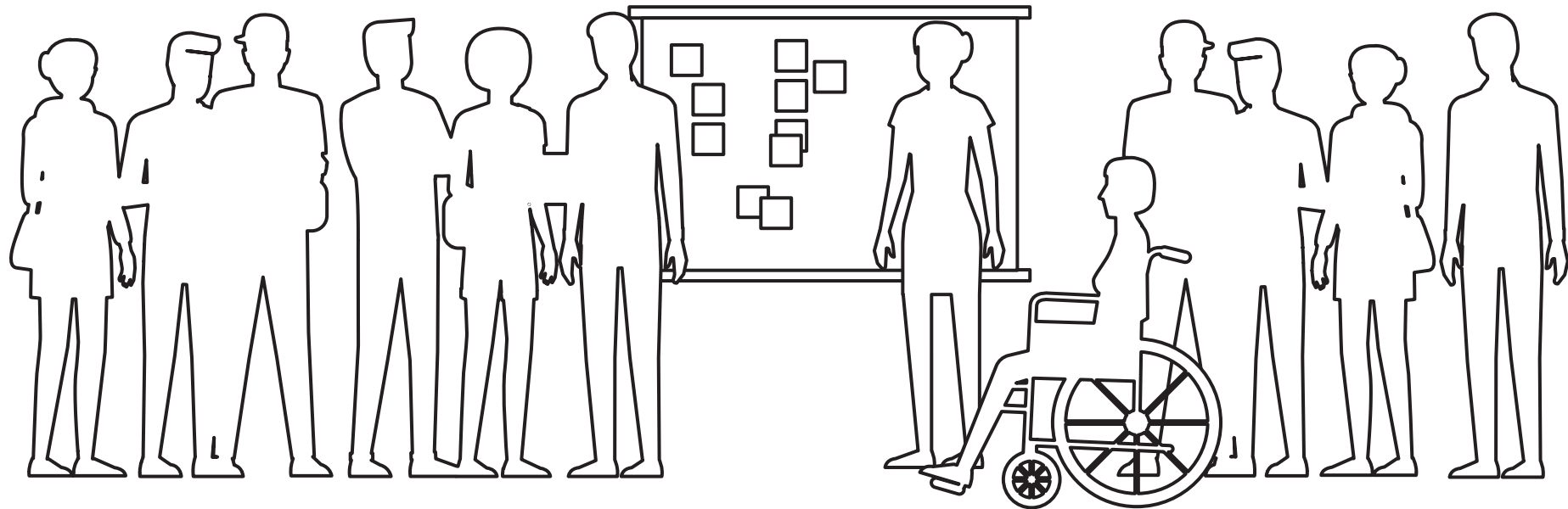
Nelson Mandela

We Aspire

York Region’s action towards Vision occurs through the corporate strategic planning and multi-year budget process.





Community indicators will also be reported to each term of Council to show how we are doing in achieving *strong, caring, safe communities*. These indicators are important to provide integrity to Vision. They are the final steps towards making Vision credible and tangible.

In 2020, more than 80 per cent of residents agreed that York Region was living up to its Vision. It is our goal to improve this belief, along with the results of the rest of the community indicators in this document, as we continue our journey towards achieving Vision.



York Region
is a place of ...
Economic
VITALITY
Healthy
COMMUNITIES
Sustainable
ENVIRONMENT
Good
GOVERNMENT
... now and in
the future.

Core Components of Vision

VISION STATEMENT: STRONG, CARING, SAFE COMMUNITIES	
AREAS OF FOCUS for the wellbeing of our communities	COMMUNITY INDICATORS show how we are doing in achieving our Vision. Community indicators represent the entire York Region population. Multiple partners are involved in improving results of community indicators towards realizing Vision.
 ECONOMIC VITALITY focuses on what is needed to encourage and sustain economic growth and vitality of the Region.	<ul style="list-style-type: none">• Median Household Income• % of York Region residents living in persistent low-income (6 years or longer)• Labour Force Participation Rate• % of population with access to Internet service• # of businesses per 100,000 population
 HEALTHY COMMUNITIES focuses on the livability, health, safety and social well-being of our communities.	<ul style="list-style-type: none">• % of population that rates their mental health as very good or excellent• % of households spending 30 per cent or more of income on housing cost• % of population that rates their overall health as very good or excellent• Total crime rate per 100,000 population• Immunization rate for elementary school aged children
 SUSTAINABLE ENVIRONMENT focuses on the need to protect and sustain the natural and built environment and reduce our ecological impact.	<ul style="list-style-type: none">• % of commuters using a travel mode to work other than a personal vehicle• Greenhouse gas emissions measured in tonnes per capita• Average residential water demand (litres/capita/day)• Hectares of green space per 100,000 population• % solid waste diverted from landfill (including energy-from-waste)
 GOOD GOVERNMENT focuses on a sense of community as one that is democratic, accessible, equitable and reliable, where civic engagement and participation is welcomed from all.	<ul style="list-style-type: none">• Survey respondents’ level of community engagement• % of the population aged 12 and older who reported “very strong” or “somewhat strong” sense of community belonging• % of survey respondents who would recommend York Region as a place to live• % of survey respondents who feel York Region is living up to its Vision• Voter participation in last municipal election (as a percentage of eligible voters)

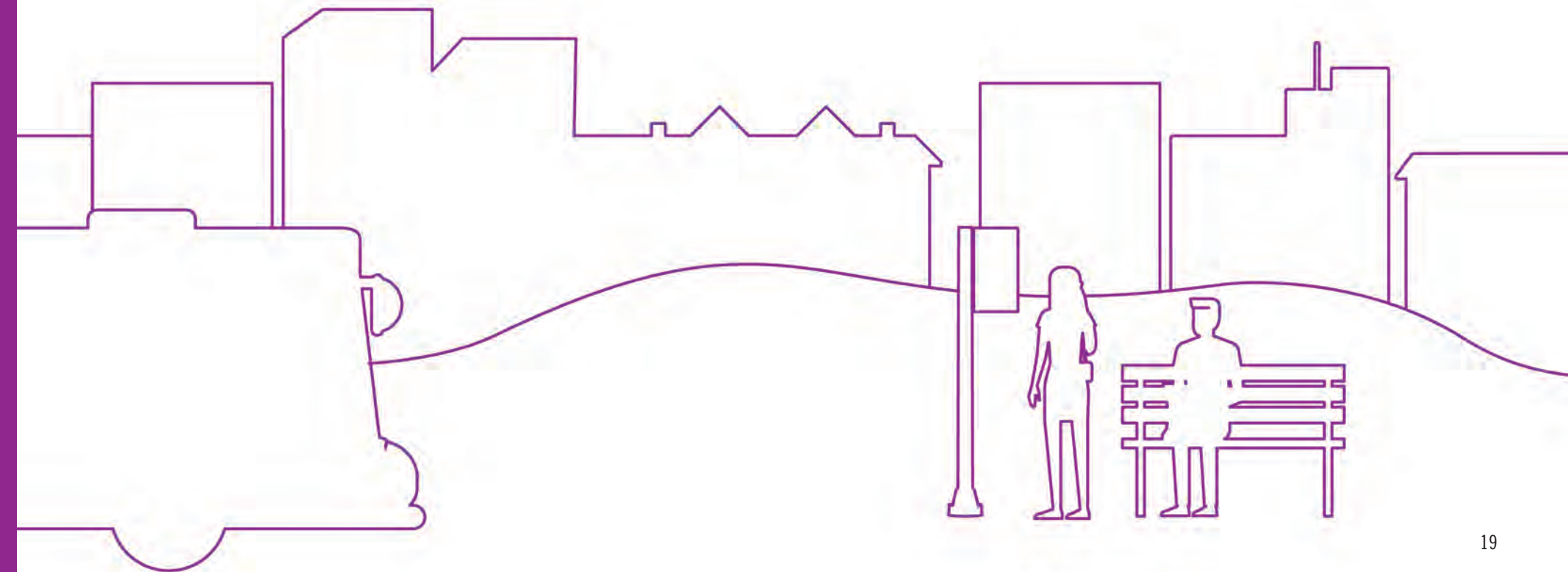


Economic VITALITY

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

HOW IS IT measured?

- Median Household Income
- % of York Region residents living in persistent low-income (6 years or longer)
- Labour Force Participation Rate
- % of population with access to Internet service
- # of businesses per 100,000 population





Healthy COMMUNITIES

Focuses on the livability, health, safety and social well-being of our communities.

HOW IS IT measured?

- % of population that rates their mental health as very good or excellent
- % of households spending 30 per cent or more of income on housing cost
- % of population that rates their overall health as very good or excellent
- Total crime rate per 100,000 population
- Immunization rate for elementary school aged children



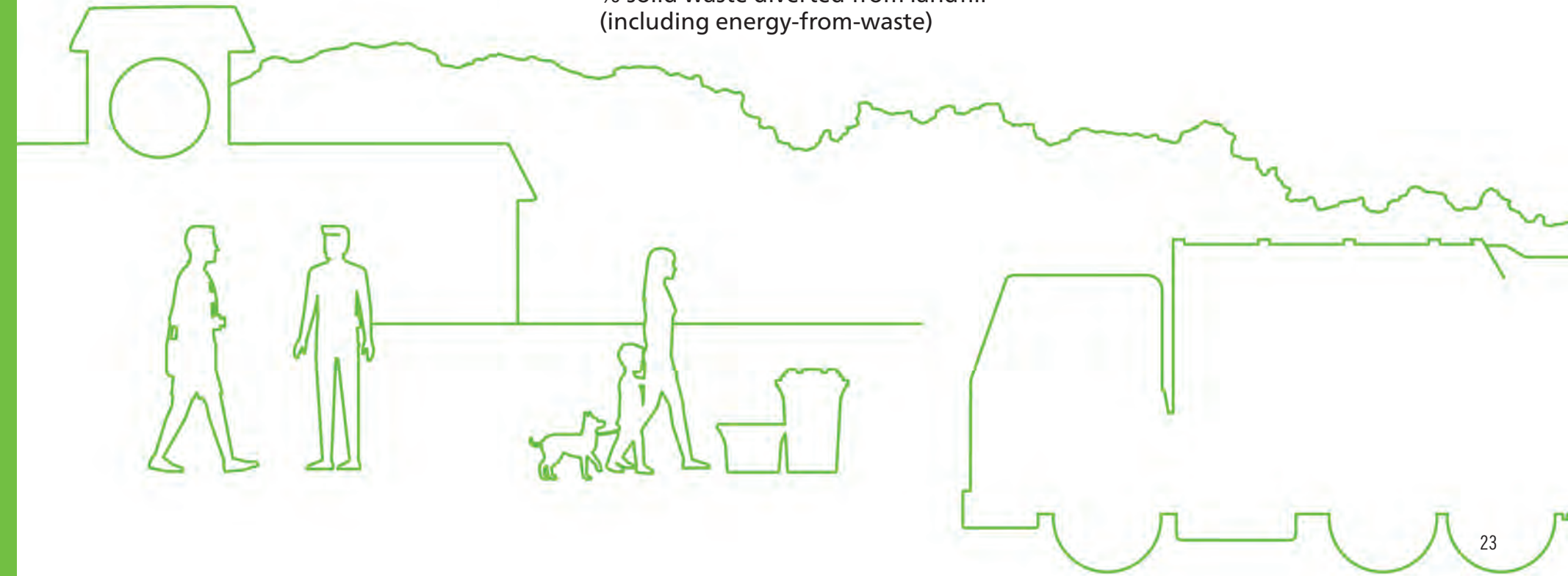


Sustainable ENVIRONMENT

Focuses on the need
to protect and sustain
the natural and built
environment and reduce
our ecological impact.

HOW IS IT measured?

- % of commuters using a travel mode to work other than a personal vehicle
- Greenhouse gas emissions measured in tonnes per capita
- Average residential water demand (litres/capita/day)
- Hectares of green space per 100,000 population
- % solid waste diverted from landfill (including energy-from-waste)





Good GOVERNMENT

Focuses on a sense of
community as one that is
democratic, accessible,
equitable and reliable,
where civic engagement and
participation is welcomed
from all.

HOW IS IT measured?

- Survey respondents' level of community engagement
- % of the population aged 12 and older who reported "very strong" or "somewhat strong" sense of community belonging
- % of survey respondents who would recommend York Region as a place to live
- % of survey respondents who feel York Region is living up to its Vision
- Voter participation in last municipal election (as a percentage of eligible voters)



To the **1.2 MILLION** residents of York Region, including all those who personally responded, and took part in listening events..



VISION BELONGS TO ALL OF US.

It reflects **1.2 million**
aspirations for tomorrow.

THE REGIONAL MUNICIPALITY OF YORK

VISION

