

# PRESENTERS: YORK REGION'S STRATEGIC PLANNING TEAM



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# ACCOUNTABILITY MATTERS

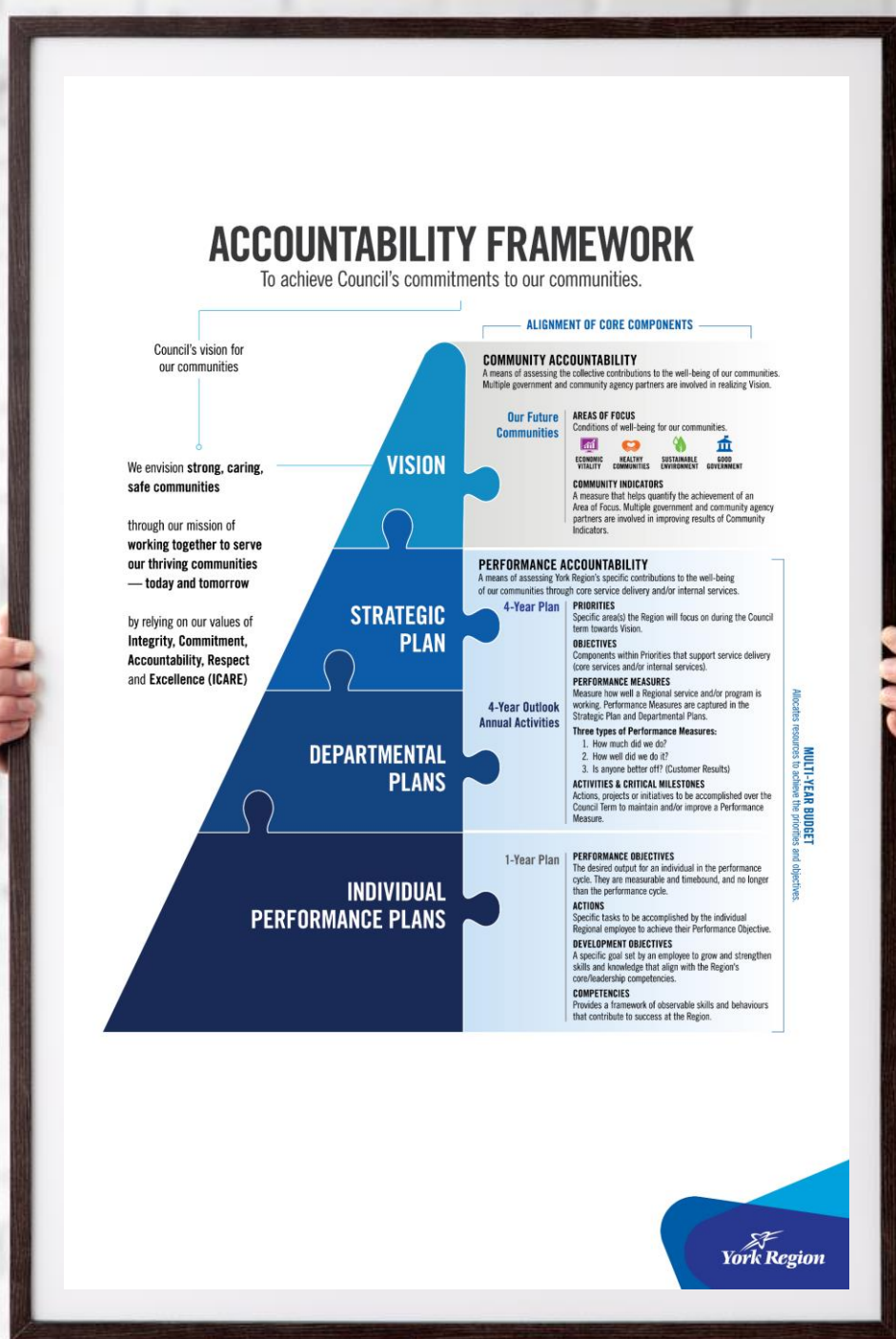
ACHIEVING RESULTS FOR OUR COMMUNITIES

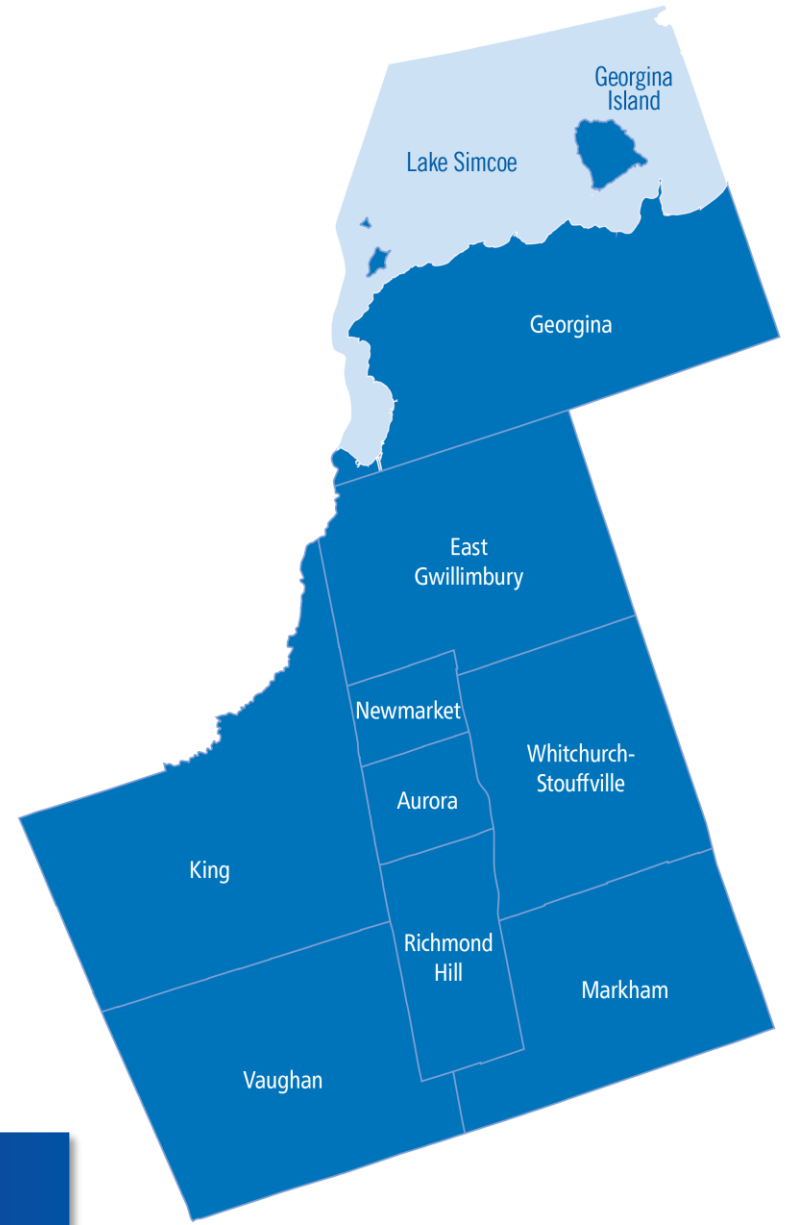
IASP 2024 GLOBAL CONFERENCE | JUNE 4, 2024



# SESSION LEARNING OBJECTIVES

- Understand core components of the Accountability Framework
- Distinguish Community Accountability from Performance Accountability
- Recognize the role of Vision and Strategic Plan to guide the organization
- Practical knowledge of tactics to implement the Accountability Framework through story of Alex Achiever







**22-member council (1 Regional Chair, 9 Mayors, 12 Regional Councillors)**



# YORK REGION'S 15 CORE SERVICES



Children's  
Services



Community  
Housing



Court  
Services



Development  
Services



Economic  
Development



Forestry



Long-Term  
Care



Paramedic  
Services



Police  
Services



Public  
Health



Regional  
Roads



Social  
Assistance



Transit



Waste  
Management

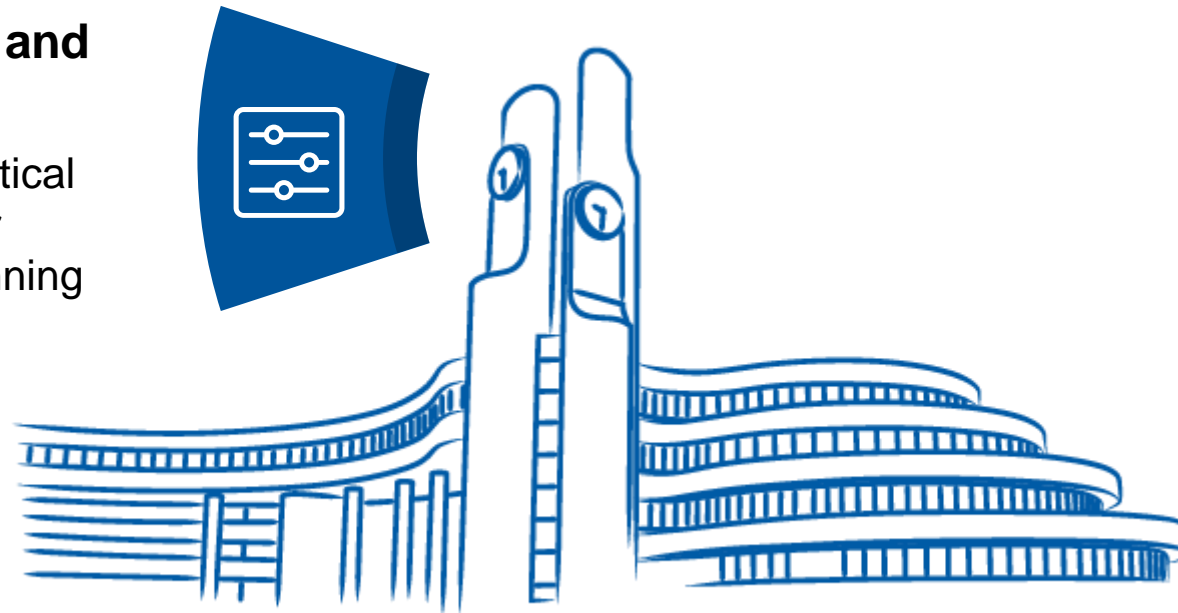


Water

# THE ULTIMATE STRATEGIC CHALLENGE GOVERNMENTS FACE

## Balancing Short-Term and Long-Term Goals

Navigating immediate political pressure and need for sustainable long-term planning



# THE ULTIMATE STRATEGIC CHALLENGE GOVERNMENTS FACE

## Dynamic Operating Environments

Complex and interconnected challenges, including economic fluctuations, technological advancements, demographic shifts, and environmental threats

## Balancing Short-Term and Long-Term Goals

Navigating immediate political pressure and need for sustainable long-term planning





# THE ULTIMATE STRATEGIC CHALLENGE GOVERNMENTS FACE

## Dynamic Operating Environments

Complex and interconnected challenges, including economic fluctuations, technological advancements, demographic shifts, and environmental threats

## Balancing Short-Term and Long-Term Goals

Navigating immediate political pressure and need for sustainable long-term planning



## Limited Resources

Competing demands for resource allocation and prioritization

Find ways to:  
**raise quality without raising costs**  
**reduce costs without reducing quality**

# YORK REGION'S ACCOUNTABILITY FRAMEWORK

## VISION

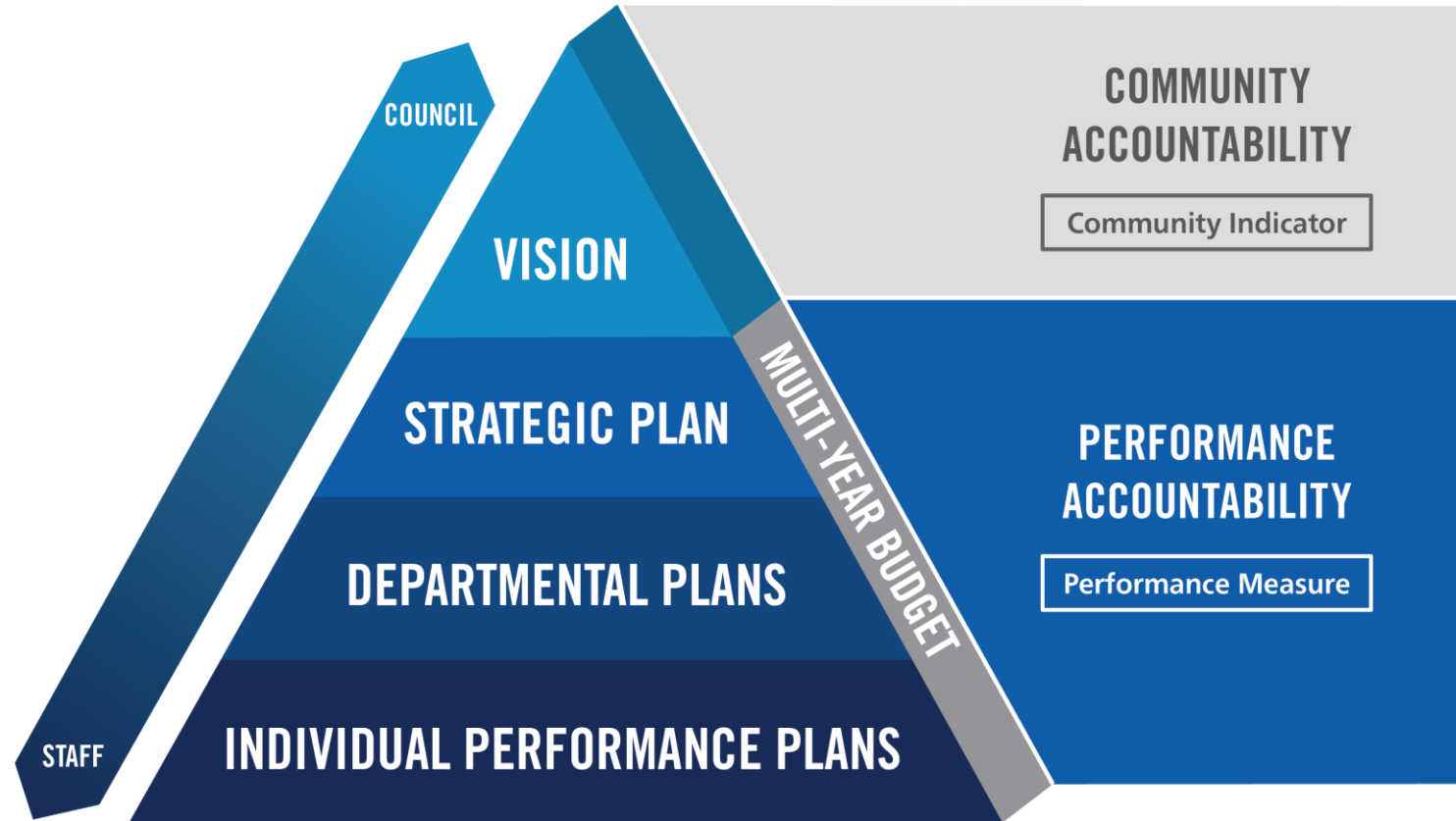
strong, caring,  
safe communities

## MISSION

working together to  
serve our thriving  
communities –  
today and tomorrow

## VALUES

Integrity  
Commitment  
Accountability  
Respect  
Excellence

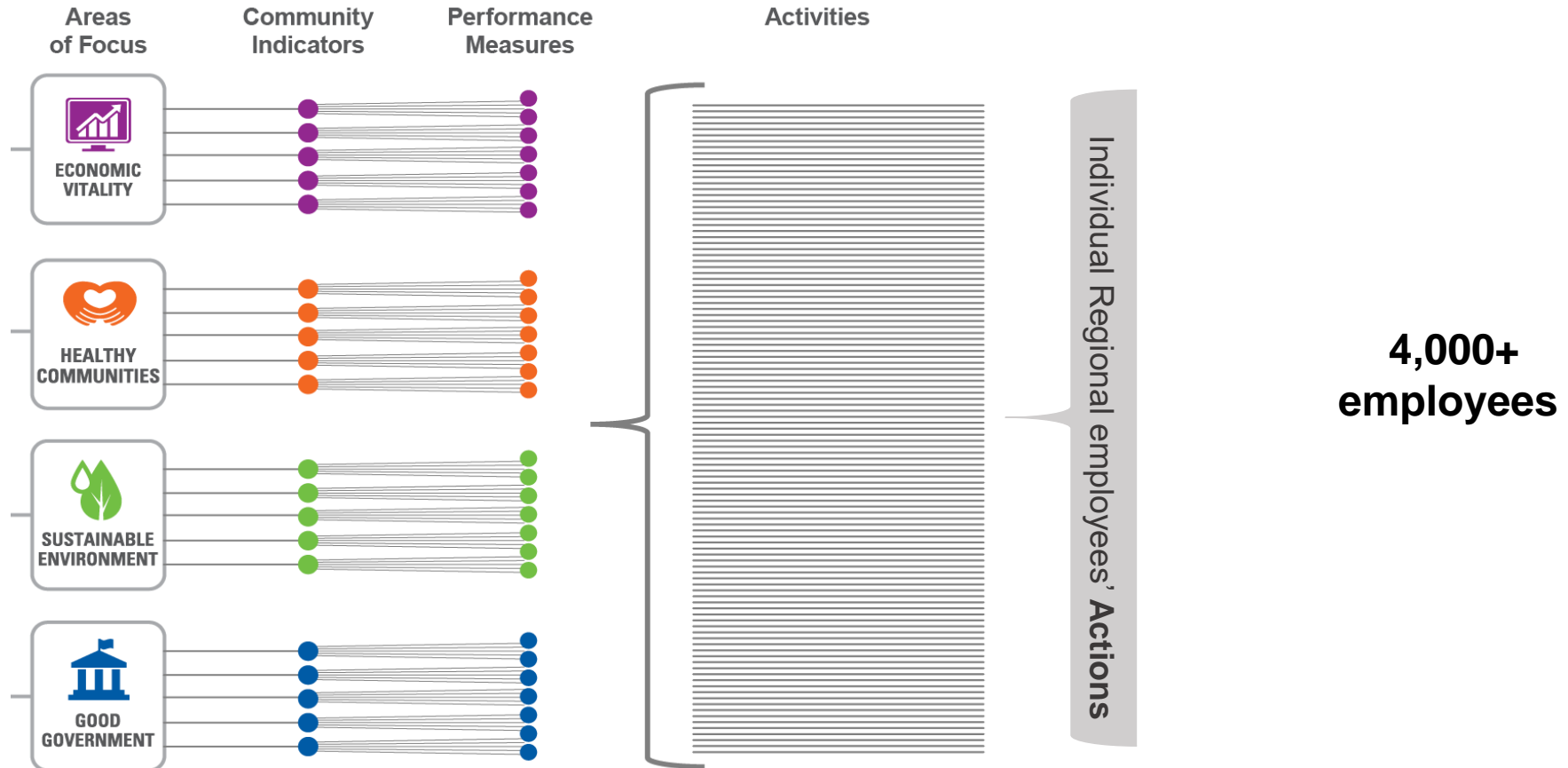


# ACTIONS ALIGN TOWARD ACHIEVING VISION

## COMMUNITY ACCOUNTABILITY

## PERFORMANCE ACCOUNTABILITY

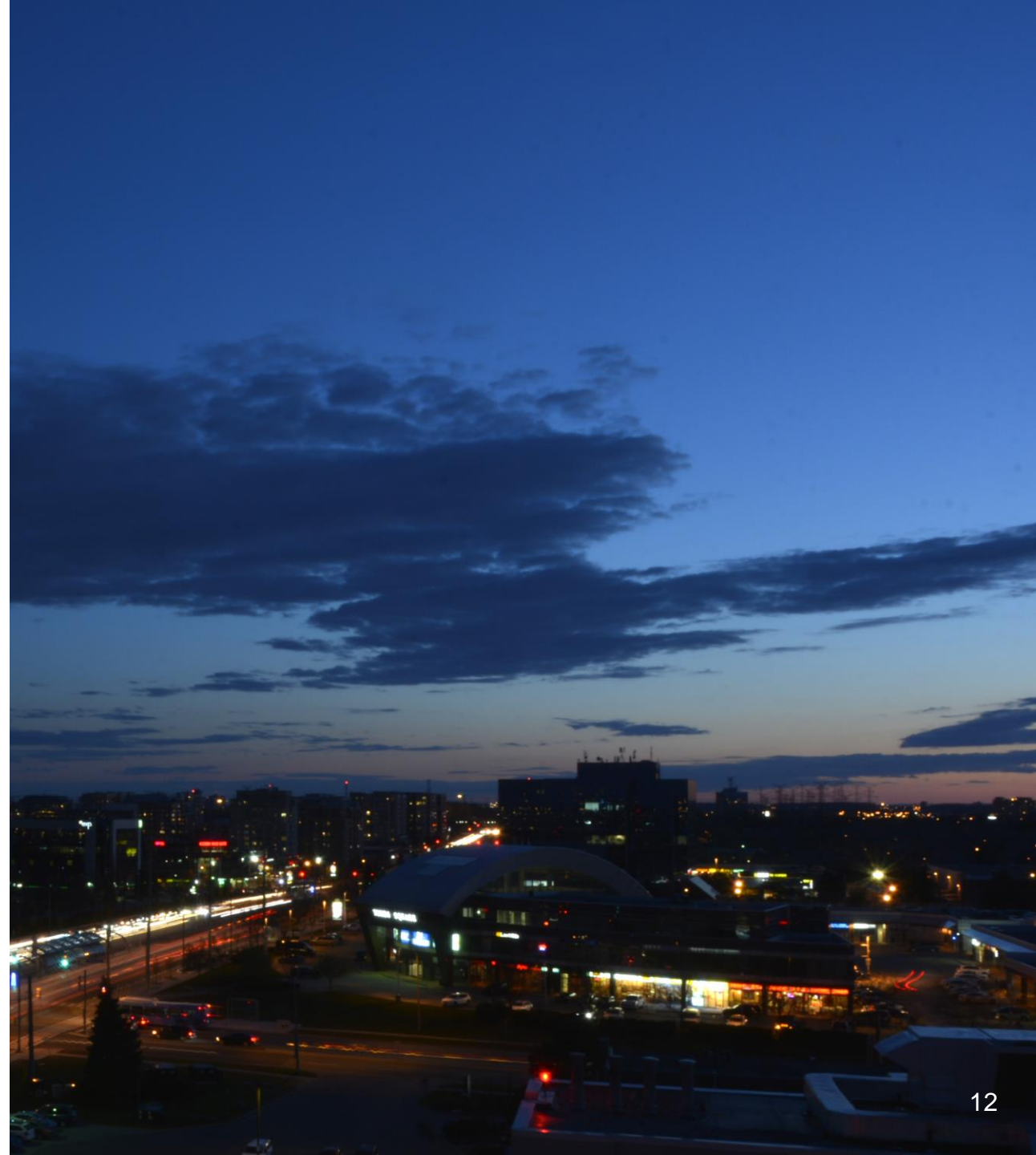
**VISION**  
Strong,  
Caring,  
Safe  
Communities



**“Action** without **vision** is only passing **time**,  
**vision** without **action** is merely day dreaming,  
but vision with action can change the **world**”

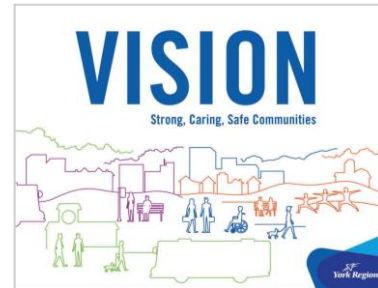
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**Nelson Mandela**



# VISION

**Vision** is Regional Council's plan for our community, outlining Council's commitment to *strong, caring, safe communities*

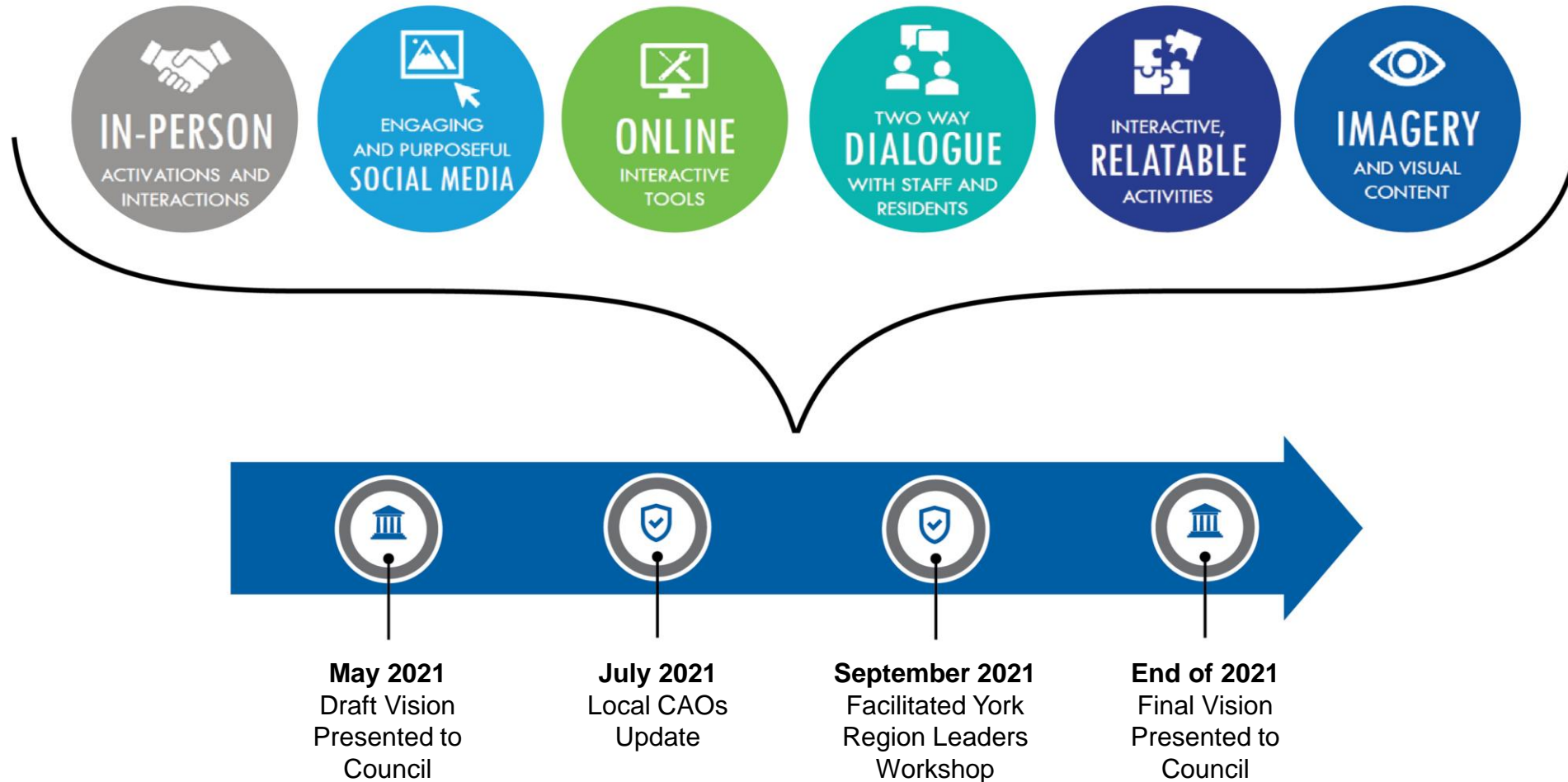


 <h3>Economic VITALITY</h3> <p>Focuses on what is needed to encourage and sustain economic growth and vitality of the Region.</p>	 <h3>Healthy COMMUNITIES</h3> <p>Focuses on the livability, health, safety and social well-being of our communities.</p>
 <h3>Sustainable ENVIRONMENT</h3> <p>Focuses on the need to protect and sustain the natural and built environment and reduce our ecological impact.</p>	 <h3>Good GOVERNMENT</h3> <p>Focuses on a sense of community as one that is democratic, accessible, equitable and reliable, where civic engagement and participation is welcomed from all.</p>





4 Areas of Focus and 20 Community Indicators

# VISION UPDATE PROCESS AND TIMELINES

## HOW WE LISTENED



# COMMUNITY INDICATORS DEVELOPMENT

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

# COMMUNITY INDICATORS DEVELOPMENT

## VISION

Strong, Caring, Safe Communities



**5 Community Indicators per Vision Area of Focus**



**ECONOMIC VITALITY**



**HEALTHY COMMUNITIES**



**SUSTAINABLE ENVIRONMENT**



**GOOD GOVERNMENT**

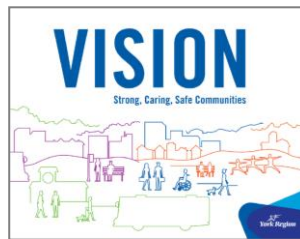


# MONITORING AND REPORTING OUR PROGRESS

## COMMUNITY ACCOUNTABILITY

## PERFORMANCE ACCOUNTABILITY

### VISION



### STRATEGIC PLAN



### DEPARTMENTAL PLANS



### INDIVIDUAL PERFORMANCE PLANS



**What is monitored?**

20 Community Indicators

48 Performance Measures

Performance Measures, Activities and Critical Milestones

Performance Objectives and Actions

**Product and Frequency**

Reported once every Council Term

Annual Progress Reports to Council

Annual Progress Reports to CAO

Reported to direct report



**80% of residents feel York Region  
is living up to its Vision of  
STRONG, CARING, SAFE COMMUNITIES**

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**Source: Community Opinion Polling, 2024**

# STRATEGIC PLAN



**Strategic Plan** is anchored in delivering **15 core services** to ensure the Region continues to meet its legislative obligations while remaining flexible and responsive to the changing needs of our residents



ECONOMIC VITALITY



HEALTHY COMMUNITIES



SUSTAINABLE ENVIRONMENT



GOOD GOVERNMENT

YouTube video link [here](#)

# 2023 TO 2027 STRATEGIC PLAN

FROM VISION TO RESULTS

# STRATEGIC PLANNING PROCESS AT YORK REGION

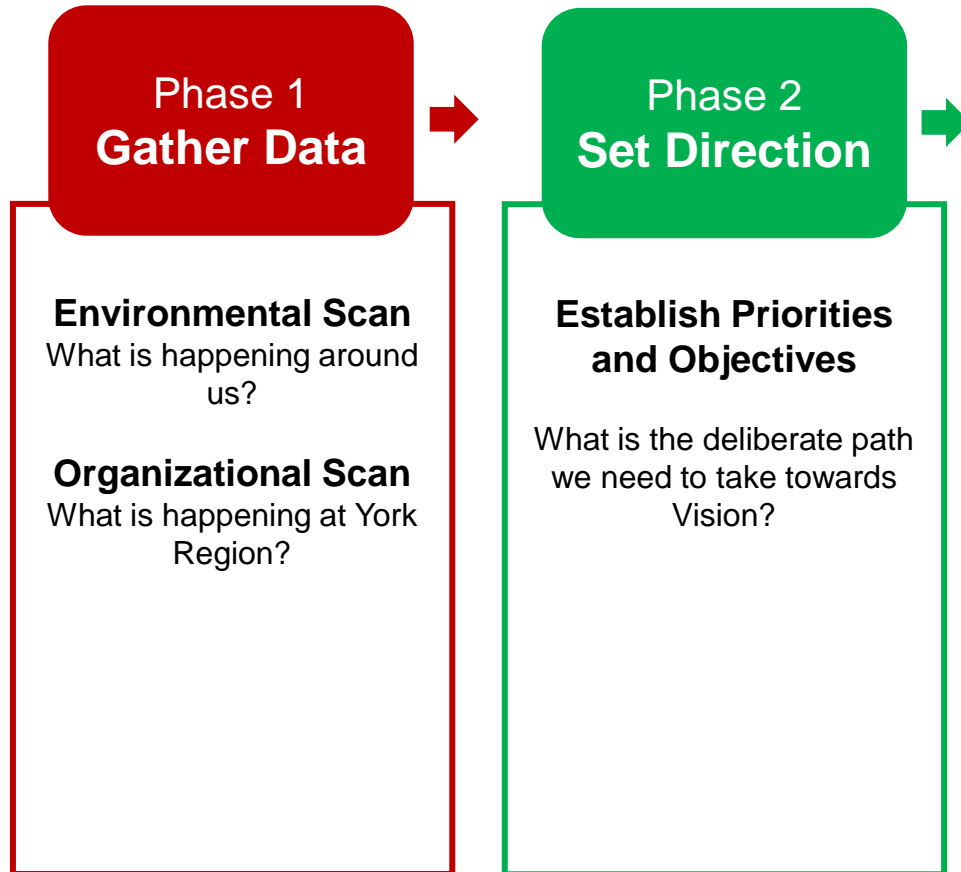
## Phase 1 Gather Data



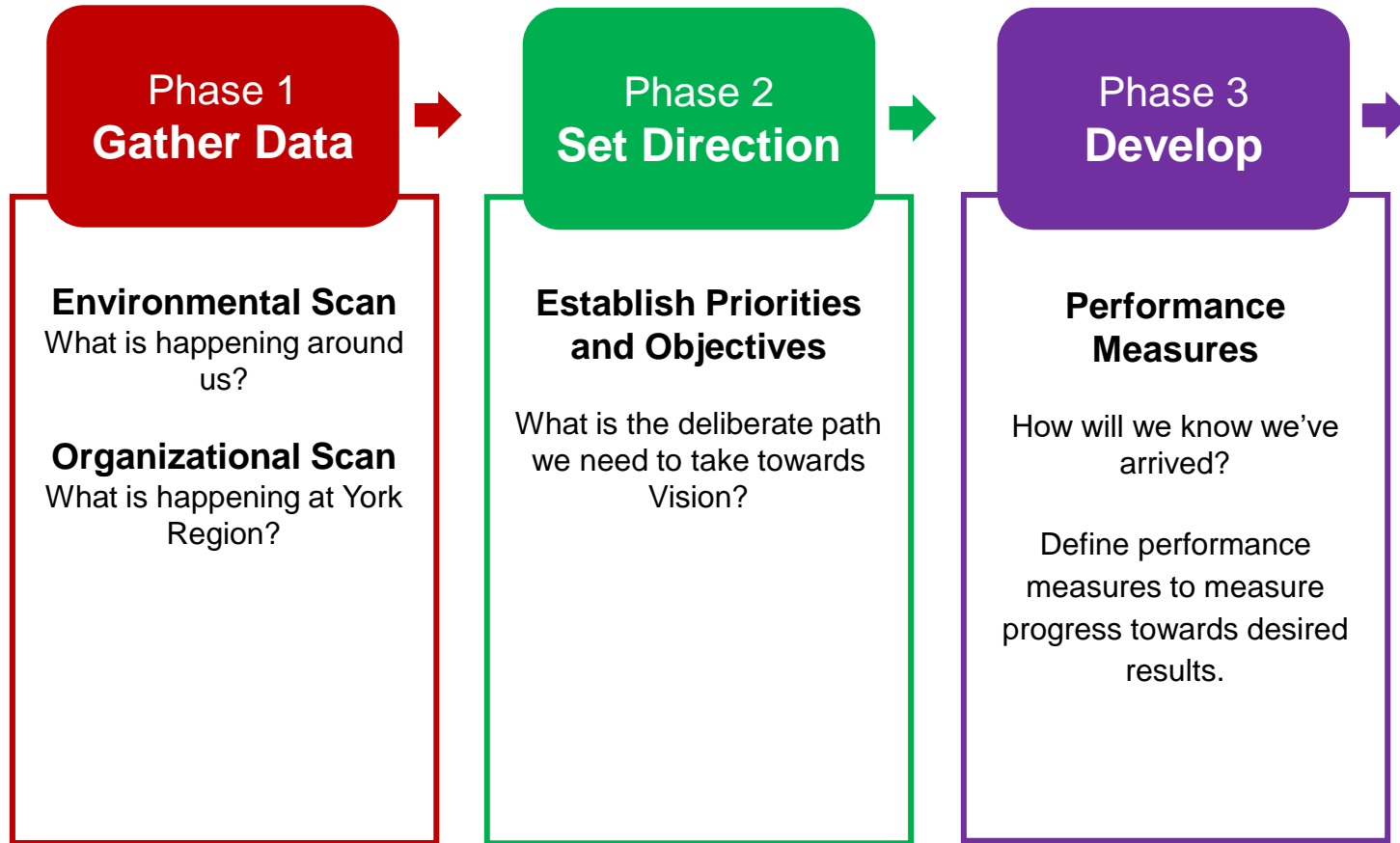
**Environmental Scan**  
What is happening around us?

**Organizational Scan**  
What is happening at York Region?

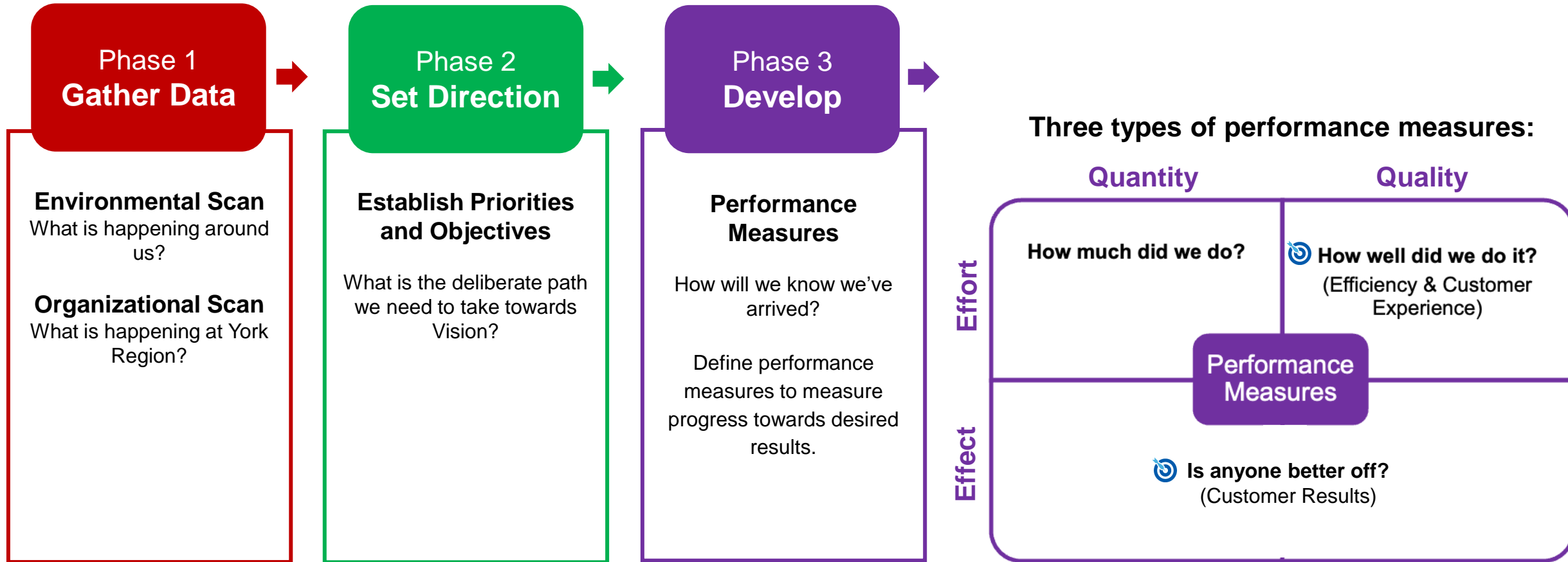
# STRATEGIC PLANNING PROCESS AT YORK REGION



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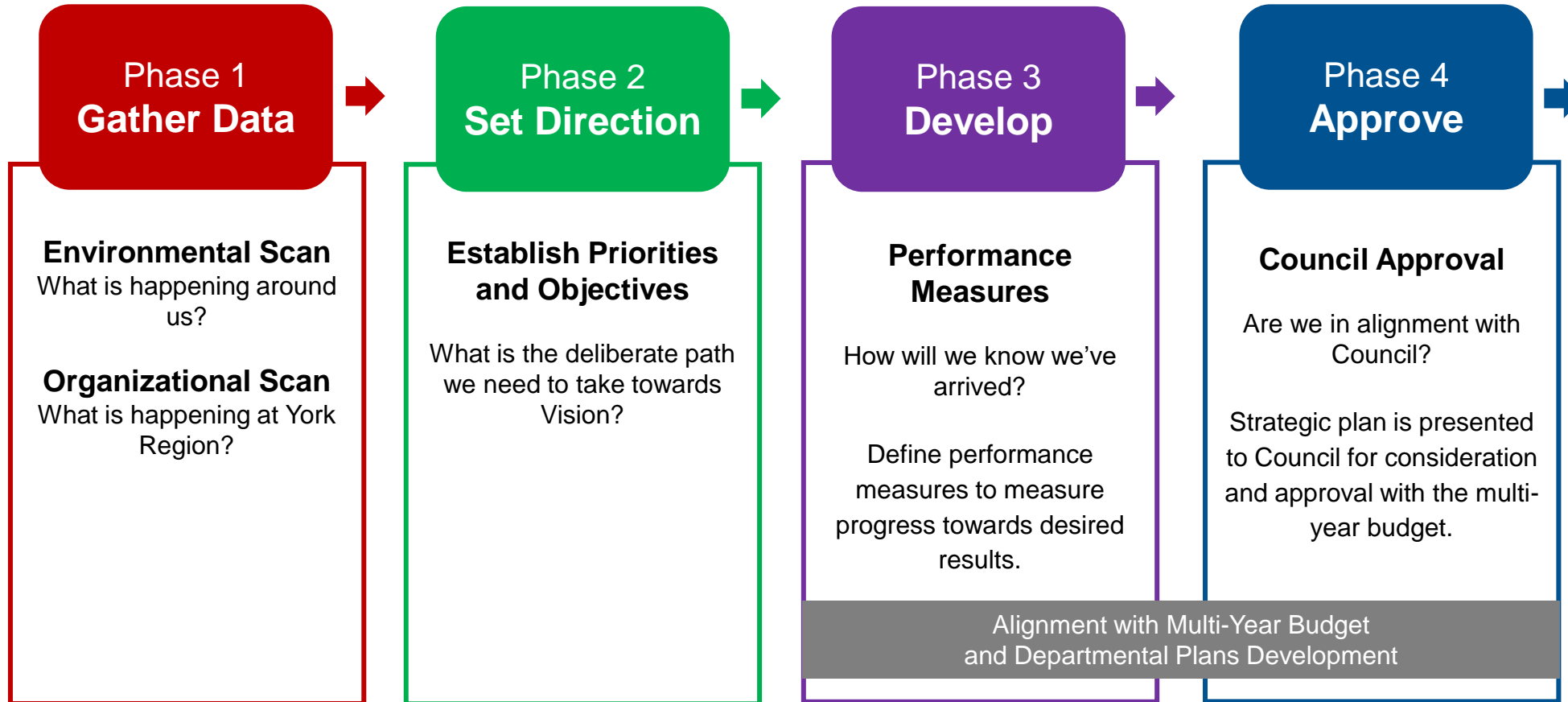
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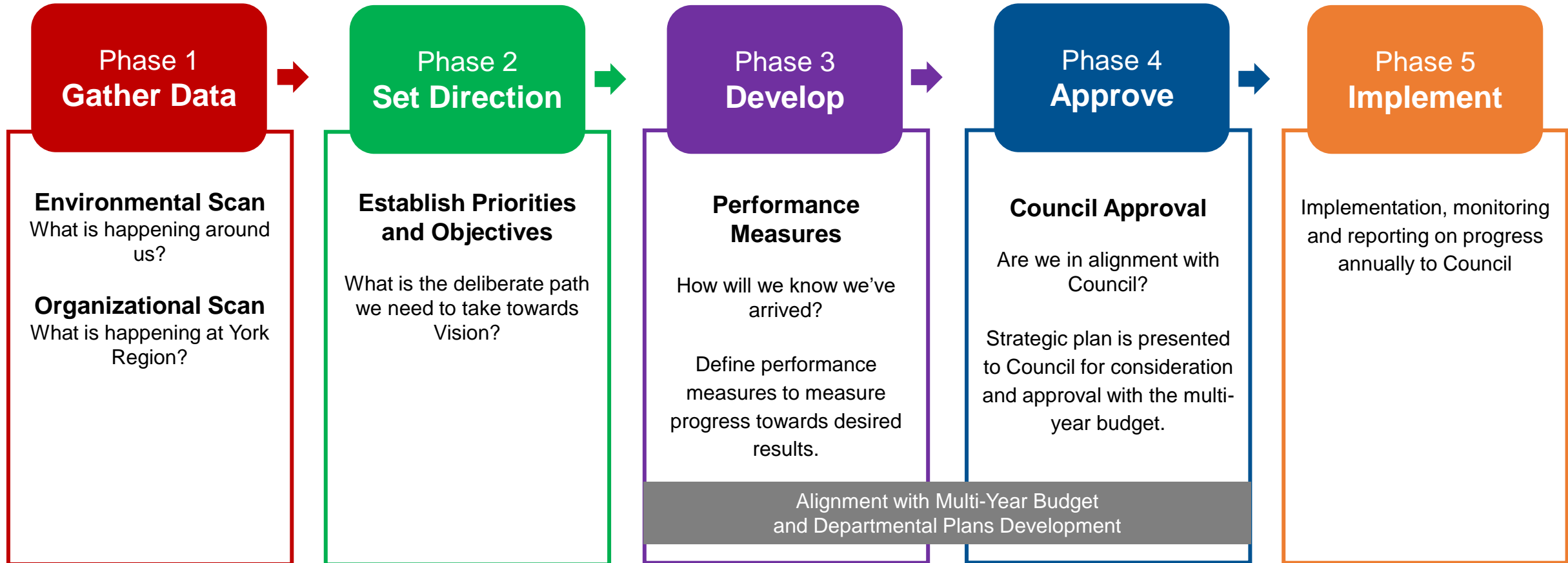
Mark Friedman, "Trying Hard is Not Good Enough" p. 68







# STRATEGIC PLANNING PROCESS AT YORK REGION

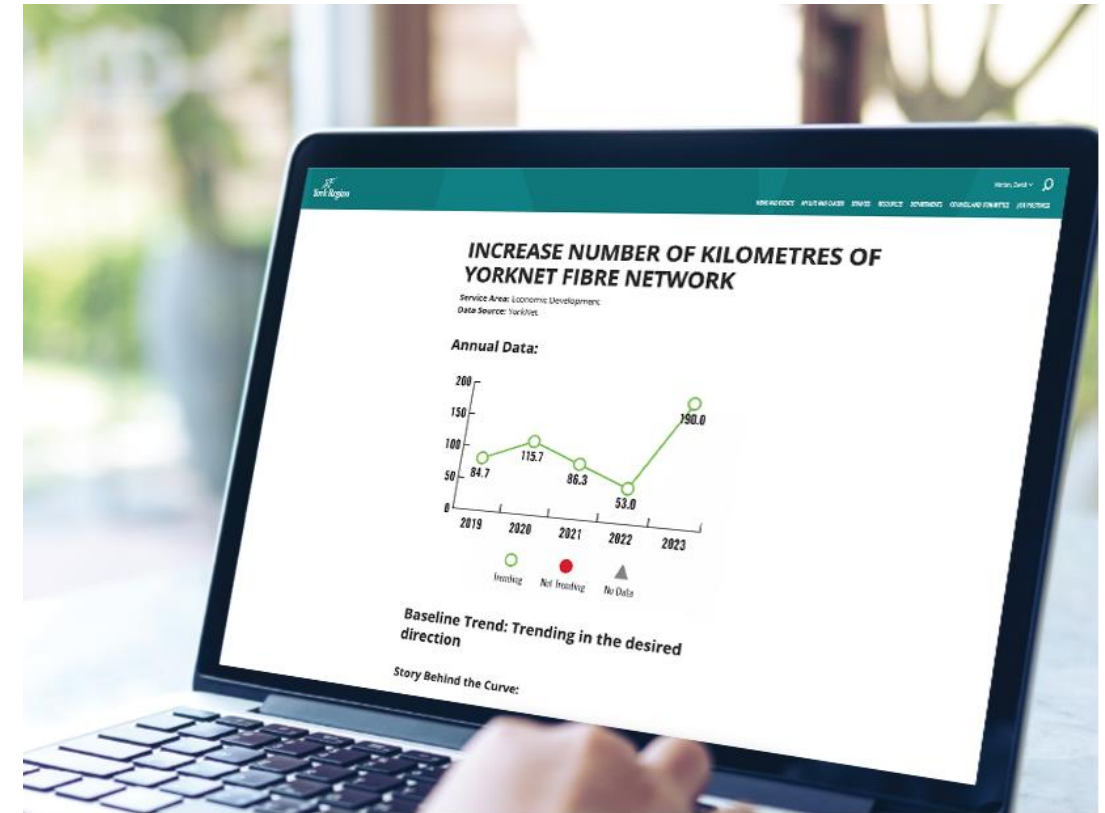


# STRATEGIC PLANNING PROCESS AT YORK REGION



# PROGRESS REPORTING

BASELINE TREND		CRITERIA
	Trending in the desired direction	Baseline trend is determined by comparing the most recent data point over a five-year impact summary
	Not trending in the desired direction	
	No trend information	
	Data not available for reporting	



Progress means **turning the curve** of the **performance measure baseline** in the **desired direction**

# YEAR 1 (2023) PROGRESS REPORT

## GOOD GOVERNMENT

### 2023 to 2027 Strategic Plan

PRIORITY: Efficiently Deliver Trusted Services

Objectives	Performance Measures
1. Improve customer experience by leveraging digital transformation	Increase % of residents that agree their interaction with York Region staff
	Increase % of surveyed residents who would speak positively about York Region staff
	Decrease % of York Region staff reports on revised Council and Committee
2. Deliver fiscally responsible services	Increase % of contact centre's customer transactions through a digital channel
	Increase # of services that can be completed online (self-serve)
	Maintain comparative dollar of operating cost per unit of service
	Maintain % of reserves to net debt ratio (minimum 120%)
3. Attract and retain a skilled workforce	Increase % of invoices paid within 30 days
	Maintain % of York Region residents rating 'Good' value for taxes
	Maintain % of Regional core assets (Water/Wastewater, Roads) with a rating of fair or better condition
	% of goods and services purchased through a centralized procurement process
3. Attract and retain a skilled workforce	Maintain % of overall permanent voluntary employee turnover
	Maintain % of new hire success rate (1-year retention in position)
	Increase % of permanent employees job promotion rate
	% of overall job satisfaction

\*NOTE: 2022 is set as baseline year (of \$1.00). Trend information determined based on comparison to 2022. Legend: = Trending in the Desired Direction, = Not Trending in the Desired Direction, = Data Not Available for Reporting

## SUSTAINABLE ENVIRONMENT

### 2023 to 2027 Strategic Plan

PRIORITY: Drive Environmental Stewardship

Objectives	Performance Measures
1. Deliver and promote environmentally sustainable services	Maintain % of wastewater receiving treatment
	Decrease # of megalitres of treated water consumed per 100,000 residents
	Maintain % of residential solid waste diverted from landfill
	Decrease # of tonnes of greenhouse gas emissions across Region
2. Enhance and preserve green space	Maintain # of trees and shrubs planted annually through the RePlant Program
	Increase % of residents satisfied with York Region Forestry
	Increase # of total hectares of environmental lands secured through the program (since 2001)

LEGEND: = Trending in the Desired Direction, = Not Trending in the Desired Direction, = Data Not Available for Reporting

## HEALTHY COMMUNITIES

### 2023 to 2027 Strategic Plan

PRIORITY: Support Community Well-Being

Objectives	Performance Measures
1. Protect and promote residents' well-being	Increase % of 17-year-old students in compliance with immunization designated cohorts of students
	Maintain Paramedic response time for emergency response services targets (CIAS 1 Patients - Paramedics arriving on scene within target 6 minutes)
	Maintain % of residents satisfied with York Region Paramedic Services
	Maintain % of York Region long-term care (Newmarket and Maple) with a rating of the home as good or better
	Increase # of regulated child care spaces in York Region per 1,000 children
	Increase % of individuals and families remaining stably housed and free of homelessness
2. Support safe communities	Decrease # of monthly social assistance cases per 100,000 households
	Maintain % of residents that rate York Region as a safe place to live
	Maintain Police emergency (Priority 1) response time (in minutes)
	Maintain % of residents satisfied with York Region Police Services
3. Sustain and increase affordable housing choices	Maintain % of municipal drinking water samples meeting Ontario Drinking Water Standards
	Maintain % of residents satisfied with York Region's drinking water
	Increase # of community housing units administered by York Region
	Increase # of rent benefits administered by York Region to support low-income households
	Percentage of Housing York Inc. survey respondents satisfied with Housing Choices
	Increase # of units in planning and development at a stage ready for funding, including Housing York Inc. and non-profit housing providers

LEGEND: = Trending in the Desired Direction, = Not Trending in the Desired Direction, = Data Not Available for Reporting

## ATTACHMENT 1

### ECONOMIC VITALITY

#### 2023 to 2027 Strategic Plan

PRIORITY: Foster Economic Prosperity

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

LEGEND: = Trending in the Desired Direction, = Not Trending in the Desired Direction, = Data Not Available for Reporting, = No Trend Information. Note: Performance measure data from 2020 to 2022 may have been impacted due to COVID-19 Pandemic. For more information visit [york.ca/stratplan](http://york.ca/stratplan)

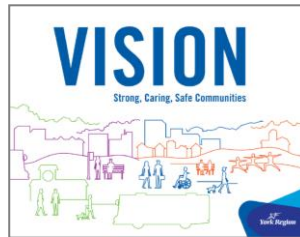
71% Performance Measures Trending in the Desired Direction

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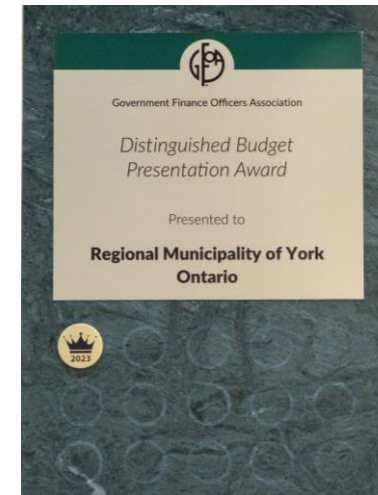
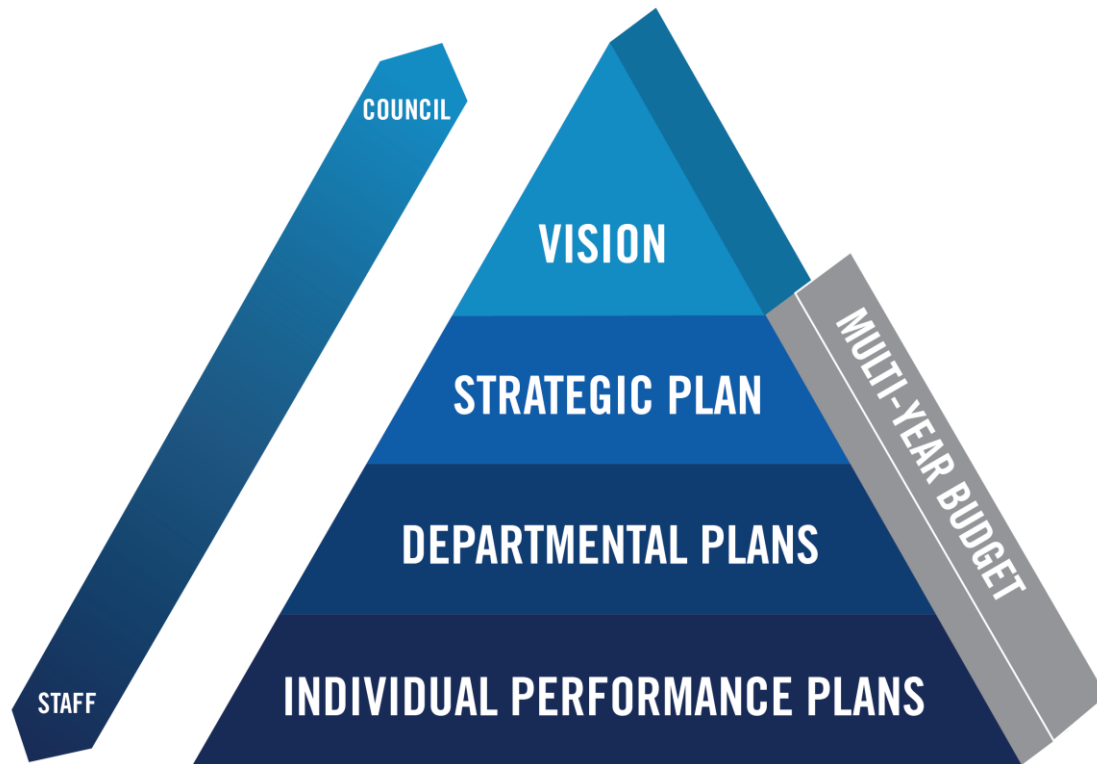
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# MULTI-YEAR BUDGET



Regional budget allocates resources to allow the organization to achieve **Priorities** and **Objectives** in the Strategic Plan, while ensuring fiscal sustainability.

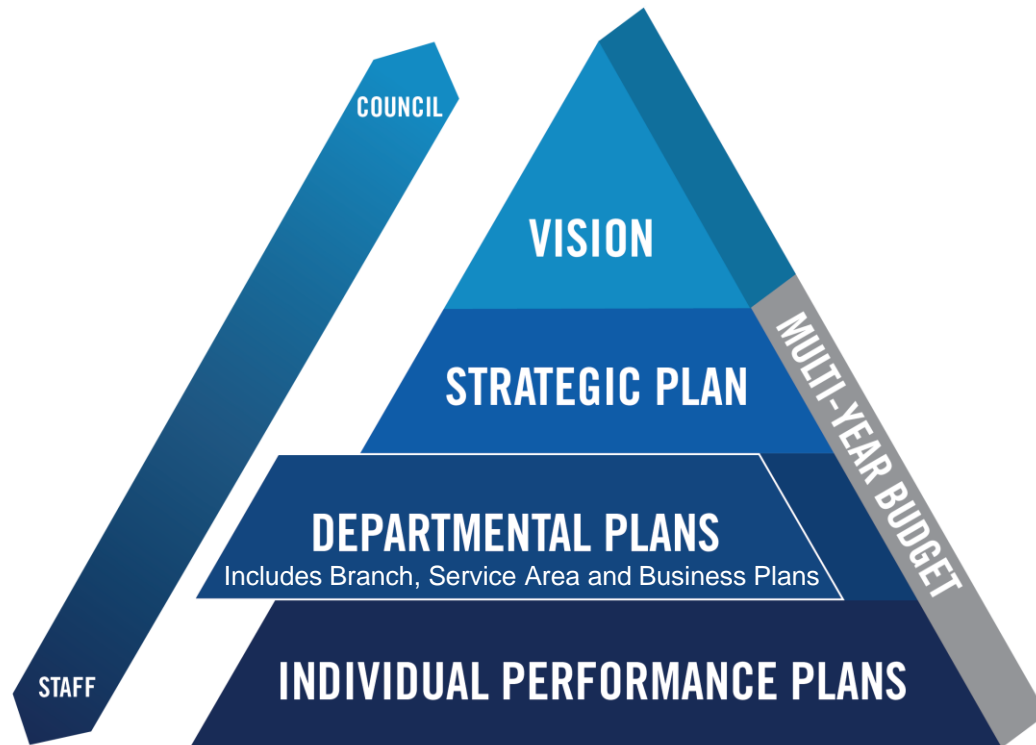
“The organization’s mission, vision and values **guide** where the passion lies. However, the **real** evidence is in how **money** is spent in the **organization...** what **departments** feel their **purpose** is and even where **employees** spend their **time**”

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**Source: IASPBOK 3.0 p.55**



# DEPARTMENTAL PLANS



Departmental planning is to align with the Strategic Plan, Multi-Year Budget and, ultimately, the Vision.

Departmental Plans capture department commitments over a four-year outlook.

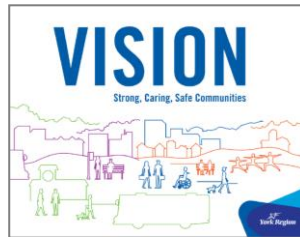


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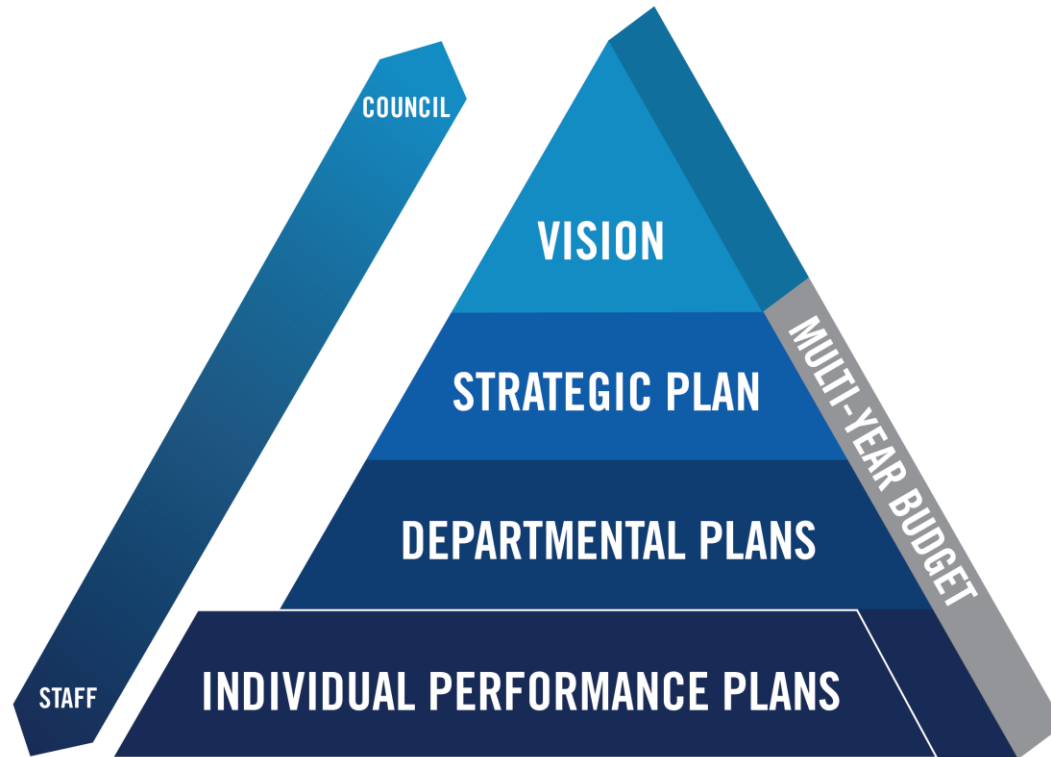
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# INDIVIDUAL PERFORMANCE PLANS



Outline individual Regional employees' **Performance Objectives** and **Actions** aligning with Departmental Plans.

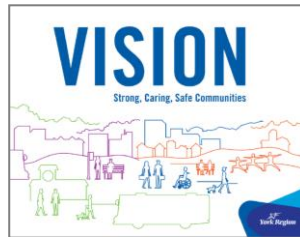
**Individual Performance Plans** are created through the annual performance process.

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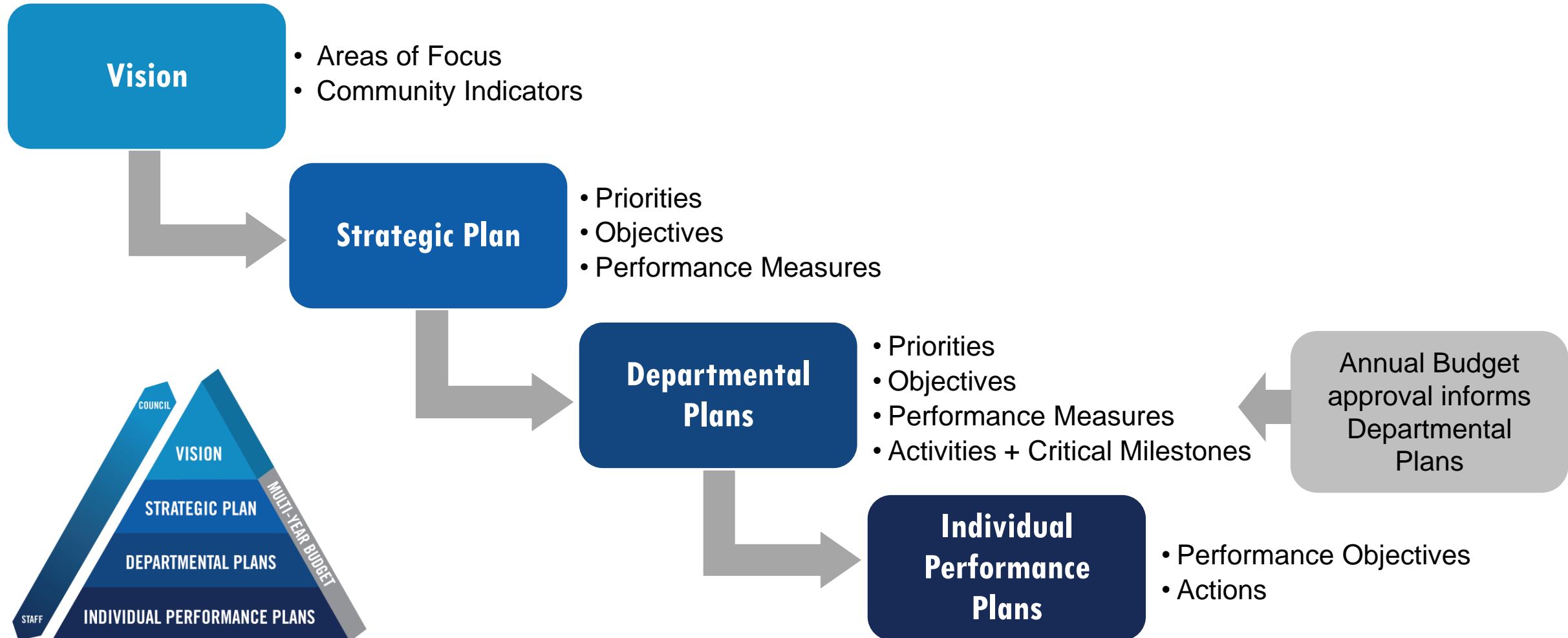
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# ACHIEVING ORGANIZATIONAL PERFORMANCE



THE STORY OF  
**Alex Achiever**



Common language,  
common sense,  
common ground

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**Mark Friedman, “Trying  
Hard is Not Good Enough”  
Pg 17**





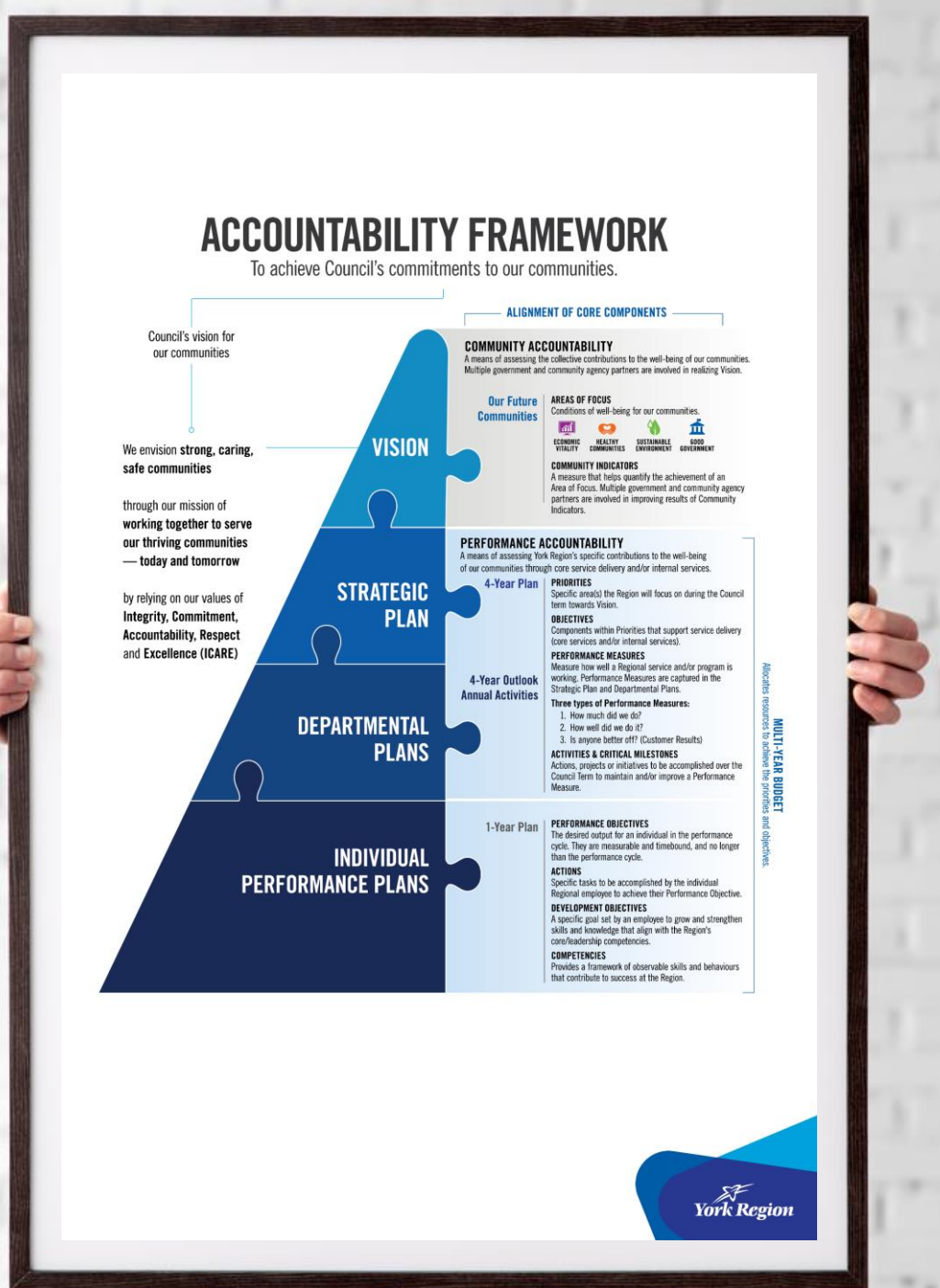
“a vision that drives consistent decisions across the organization [is] aspirational incrementalism – incrementalism within a vision, inspired with meaningful purpose”

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**“The Role of Canadian City Managers – In Their Own Words” Pg 35**

# SESSION LEARNING OBJECTIVES

- ✓ Understand core components of the Accountability Framework
- ✓ Distinguish Community Accountability from Performance Accountability
- ✓ Recognize the role of Vision and Strategic Plan to guide the organization
- ✓ Practical knowledge of tactics to implement the Accountability Framework through story of Alex Achiever





# CONNECT WITH US

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