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VISION 2051: PROCESS UPDATE

The Planning and Economic Development Committee recommends the:

- 1. Receipt of the presentation by Karen Antonio-Hadcock, Senior Planner, Long Range and Strategic Planning, Planning and Development Services; and**
- 2. Adoption of the recommendation contained in the following report dated December 15, 2010, from the Commissioner of Planning and Development Services.**

1. RECOMMENDATION

It is recommended that:

1. Regional Council endorse the *Vision 2051* process update in Section 4 of this report.

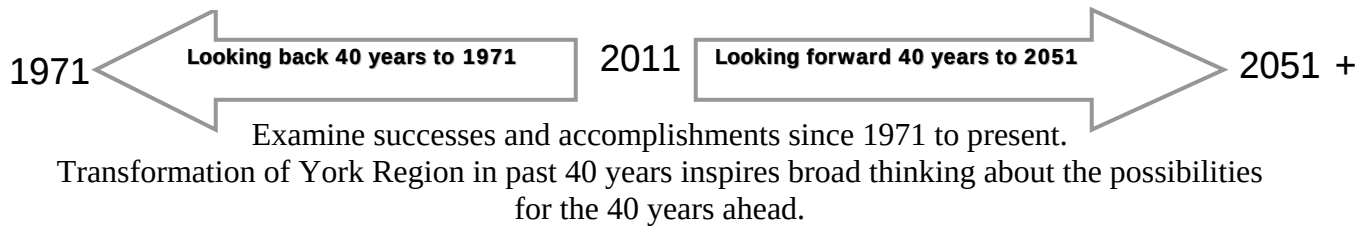
2. PURPOSE

This report provides an update to the *Vision 2051* strategy, and summarizes the process that will be undertaken to get from *Vision 2026* to *Vision 2051*.

3. BACKGROUND

Vision 2026 is being updated to *Vision 2051*; taking a 40 year outlook on York Region's future. The Regional Municipality of York was created by the Province of Ontario on January 1, 1971; making 2011 the 40th anniversary of York Region. As illustrated in Figure 1 below, *Vision 2051* will build on the 40 years of the past and look 40 years ahead. Like its predecessors; *Vision 2021* and *Vision 2026*; this too will be a living document, continually being monitored and updated to respond to emerging trends and shifting priorities.

Figure 1: 40 Year Plan



In June 2010, Regional Council endorsed a work plan and consultation program for the update to *Vision 2026*.

***Vision 2026* is York Region's primary strategic document**

In 2002, *Vision 2026: Creating Strong, Caring, Safe Communities* was prepared to update *Vision 2021*. *Vision 2026*, which was created in partnership with the community and Regional Council, has been the overall blueprint for York Region. It provides guidance to Regional Council in making decisions and moving ahead to achieve the kind of community our citizens told us they wanted York Region to be in the year 2026. It outlines key areas of focus for the Region and its partners in the future, sets the context and provides the framework for more detailed corporate and business plans that have been undertaken by the Region.

Vision 2026 informs all Council decisions, the corporate Strategic Plan, departmental plans and budget and individual performance plans. *Vision 2026* is a key component of York Region's strategic planning and business planning processes. *Vision 2026* establishes the overall vision and direction for Regional Council and the Region's employees. It will continue to provide the broad framework from which more detailed plans can be developed for the Region, and for individual departments.

Since the approval of *Vision 2026* in 2002, *Towards the Vision*, annual progress reports have been released cataloguing the successes achieved in implementing *Vision 2026* and where progress needs to be made in the continuing years. Continually monitoring the progress, successes and action areas maintains commitment to *Vision*, and ensures that there are measurable indicators of progress.

The Region's *Sustainability Strategy*, another key Regional document, was adopted in 2007 to provide a long-term framework for making smarter decisions about all municipal responsibilities that better integrate the economy, community and environment. This "triple bottom line" approach also emphasizes

Figure 2: Strategic Plan Hierarchy



the values of engagement, continuous monitoring and improvement.

As Figure 2 illustrates *Vision 2026*, the *Sustainability Strategy*, along with the Regional Official Plan, represents the Corporation's 'foundation documents' that inform all Council decisions. The Region's Strategic Plan, departmental plans and budgets, and individual performance plans operationalize these strategic documents on a more detailed and specific basis.

The update of *Vision 2026* will be influenced by the theme and action areas within the *Sustainability Strategy*.

4. ANALYSIS AND OPTIONS

Vision 2051 will be innovative and durable enough to address emerging issues and trends.

Vision 2026 was created to be a living document, continually being monitored for progress and updated as appropriate to respond to emerging issues and trends. Implementation and monitoring are important components of a plan's success. To ensure *Vision 2026* is successful, the Region must measure how goals are being achieved and to monitor the appropriateness of these goals as the Region advances, and as circumstances and trends change.

Vision 2051 will be innovative and durable enough to address emerging issues and trends.

The development of *Vision 2026* during 2001 had a number of objectives, and these remain applicable to the *Vision 2026* update:

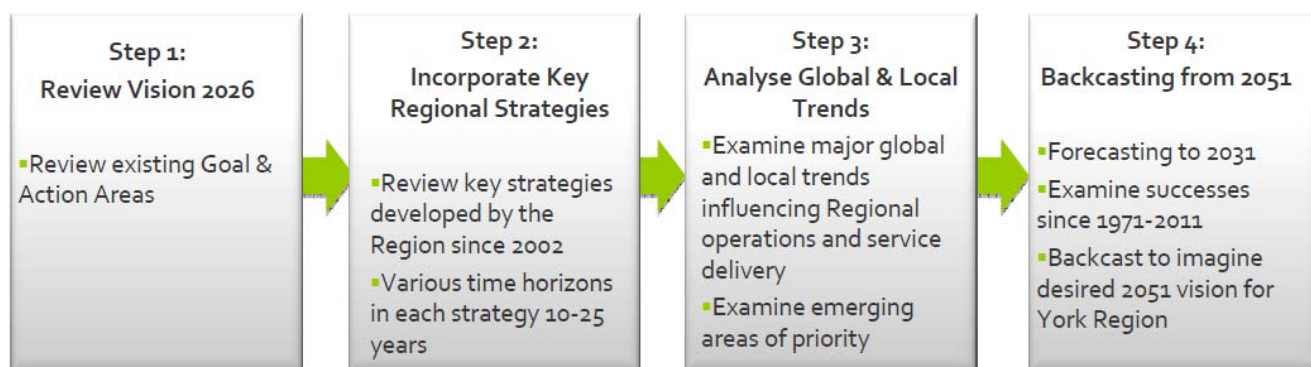
- To reflect changes and emerging issues in the Region
- To recognize the Region's expanded mandate
- To co-ordinate strategic initiatives
- To guide business planning in the Region
- To provide an opportunity for residents to think and talk together as a community about what kind of place they want York Region to be

In addition the following objectives could be considered:

- To build on key policies including the Sustainability Strategy, the Regional Official Plan, Climate Change Discussion Paper, Best Practices for New Communities Discussion Paper.

Figure 3 outlines the process to update *Vision 2026*, and to create a 2051 Vision for York Region. Each of these steps is discussed in more detail below.

Figure 3: Vision Update Process



Getting to a 2051 Vision: Reviewing *Vision 2026*



The first step in updating *Vision 2026* is to review the current document, and examine the goal areas and action areas to determine if they are still valid; if they remain relevant to the Region's current operations and still address long term goals. The individual action areas have also been reviewed to ensure that they remain valid, and examine their continued relevancy in a 2051 Vision for York Region.

Through this review, it has been found that there is a lot in *Vision 2026*; both in the goal areas and in the action areas that are timeless, they remain very relevant. Many of the Action Areas have influenced the way York Region does business, and have been the source of the Region's great number successes over the past 8 years.

Vision Goal Areas

1. Quality Communities for a Diverse Population
2. Enhanced Environment, Heritage and Culture
3. A Vibrant Economy

Corresponding Vision Action Areas

1. a) Celebrating Our Diversity
b) Creating Vibrant Urban and Rural Communities
2. a) Securing a Green York Region
b) Ensuring Clean Water and Air
c) Promoting Conservation
d) Building Pride in Our Heritage and Culture
e) Sustaining Our Agricultural Base
3. a) Attracting and Supporting Businesses
b) Encouraging Continual Learning
c) Promoting and Supporting Innovation

- | | |
|--|--|
| 4. Responding to the Needs of Our Residents | 4. a) Meeting People's Basic Needs
b) Supporting Safe and Secure Communities
c) Promoting Wellness
d) Enhancing Our Human Resources and Partnerships |
| 5. Housing Choices for Our Residents | 5. a) Providing Appropriate Housing Mix and Supply
b) Planning for Strong Live, Work, Play and Learn Connections
c) Creating Well-Designed and Liveable Communities
d) Addressing Key Housing Needs |
| 6. Managed and Balanced Growth | 6. a) Taking a Strategic Approach to Growth Management
b) Balancing Growth with the Environment
c) Financing Growth
d) Planning for Human Services |
| 7. Infrastructure for a Growing Region | 7. a) Developing an Integrated Transportation Network
b) Making Transit Accessible
c) Managing and Minimizing Waste
d) Ensuring Water for Our Future |
| 8. Engaged Communities and a Responsive Region | 8. a) Proactively Meeting the Needs of Our Customers
b) Building High-Performance Teams
c) Partnering in Service Delivery
d) Being a Region That Involves Its Citizens
e) Being Fiscally Responsible |

Notwithstanding that a number of the *Vision 2026* goal and action areas remain valid and relevant; there is still reason to update *Vision 2026*. There have been a number of key Regional strategies which have evolved our understanding and approach to key issues and trends.

Getting to a 2051 Vision: Incorporating Key Regional Strategies

Since the development of *Vision 2026*, there have been a number of innovative and progressive policies and initiatives developed by the Region, in addition to a number of key Provincial initiatives that have influenced the Region does business. The landscape in York Region has changed significantly since 2002. In the face of a significant amount of growth, there is a greater emphasis on sustainability coupled with an increasing concern with respect to



climate change and energy, pressure on York Region's transportation, waste, water, and social infrastructure, the Region's increasingly diverse and aging population, and meeting the housing, human services, economic vitality, and safety needs of our population. Vision will respond to this changing landscape and establish priorities and actions to guide York Region.

A number of key strategies and documents have been prepared by the Region which have evolved our thinking on a number of issues and have taken the Region beyond the thinking currently within *Vision 2026*. There are also a number of emerging strategies which will be closely followed to ensure that there is alignment with *Vision 2051*. These documents include:

- Sustainability Strategy, 2007
- Regional Official Plan, 2010
- Best Practices for New Communities, 2008
- Climate Change Discussion Paper, 2009
- Pedestrian and Cycling Master Plan
- Transportation Master Plan, 2009
- Water and Waste Water Master Plan, 2009
- Community and Health Services Multi-Year Plan, 2010
- Corporate Clean Air Strategy

Vision 2051 will reflect these key strategies, and incorporate the key principles and policy approaches. These documents take a 5-25 year outlook. Given these timeframes, incorporating these will bring our vision to approximately 2031.

Getting to a 2051 Vision: Examining Global and Regional Trends and Forecasts

Trends serve to influence the services required by residents in the future. In understanding global and local trends, Regional Council can respond effectively to needs with high-quality services and programs. While many of the trends that served to influence the development of *Vision 2026*, there are many additional trends that the Region needs to take into consideration when forging ahead with an updated Vision. Table 1 identifies a number of emerging trends for consideration. These are issues that Regional Council will want to consider when updating Vision.

There are also a number of Regional forecasts that also helps envision what the Region will look like in 2031. These include: population, employment, community social data, infrastructure needs and opportunities. However, forecasting can have a very narrow focus on the future; and in some ways it limits the ability to be creative. This approach is complemented by backcasting, which is discussed in the section following.

Table 1
Overview of Regional Trends

Community	Environmental	Growth & Infrastructure	Economic	Good & Responsive Government
Human Health; 21st century epidemics Rapid Population Growth Aging Population Increased Diversity Increasing Low Income Population More Non-Traditional Families Less Affordable Housing Connection between Human Health & the Built Environment	Enhanced Natural Heritage Climate Change; Adaptation, Mitigation, Resiliency Energy Use, Efficiency, Production, Renewables Green Buildings, Building resilience New approach to Water Management	City Building, Intensification Reinventing community design Reducing the Demand for Infrastructure Infrastructure Efficiency & Resiliency Increased Transit Service & Use Green Infrastructure	Responding to a changing economy Aging of the labour force Service oriented jobs outpacing traditional goods producing jobs Immigration will account for 100% net labour force growth Green Industry Knowledge based economy Increasing demand high skilled labour Jobs creation to match labour force	Accessibility & Customer Service Accountability; fiscal and social Value for dollar Increased concern about political integrity Communication revolution Instant access to information & response Providing services to match resident needs Fiscal responsibility

Getting to a 2051 Vision: Backcasting

The final step in getting to a 2051 Vision for York Region is backcasting. The backcasting approach will both examine the progress that has been made in the Region from 1971 to 2011, and to examine the desired end state for York Region in 2051 and determine the key steps that are necessary in taking the Region there. Backcasting is a method in which the future desired conditions are envisioned and steps are then defined to get there.

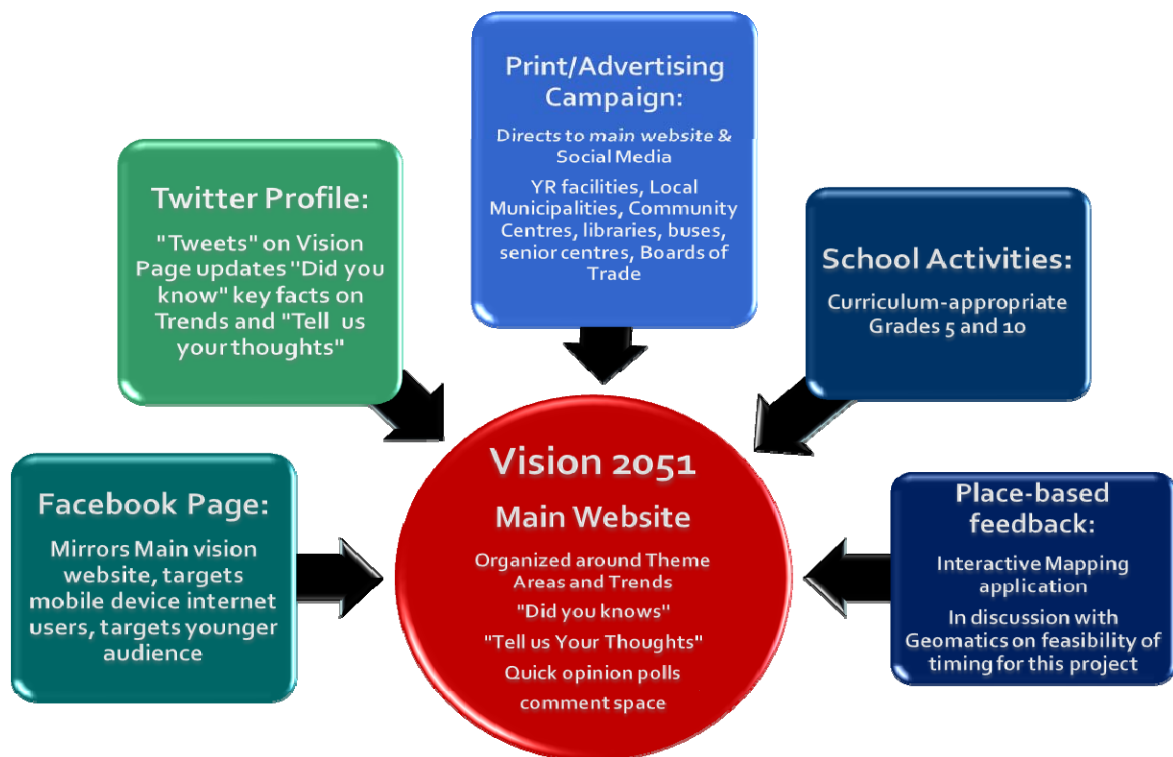
In backcasting, the Region will examine those key trends and issues that impact York Region the most; and the areas of current business including water, transportation, transit, human services, housing, human health, and emerging areas of interest such as renewable and local energy. These issues or areas are not only important in isolation, but when examined in their areas of overlap, or where they are connected, there is a more integrated or holistic vision of what York Region could be in 2051 or beyond.

To do this, staff will work closely with the Vision 2051 Advisory group, Regional Council and our stakeholders to examine a desired end state – or a desired vision for what York Region could be in 2051 or beyond, and what direction York Region wants to take as a corporation.

Consulting on the new Vision

As approved in Clause 1 of Report 5 of the Planning and Economic Development Committee in June 2009, the external consultation on Vision 2051 will primarily be web-based. The Vision update process is looking to use and build on the feedback from the extensive Infrastructure Planning and Growth Management Strategy and Regional Official Plan process which included a number of public engagement and consultation sessions. The process will also, leverage the over 1400 names from the various consultation lists from these initiatives, and engage our residents and stakeholders in a new and interactive way. Vision 2051 will be used as a social media pilot for York Region, and can assist in establishing a social media presence for York Region, and potentially reach a wider range of residents than normally attend public engagement events. There will also be traditional print and advertising campaign to support the Vision 2051 website and social media sites. Figure 4 below outlines the approach to external consultation for *Vision 2051*.

Figure 4: Vision 2051 Consultation Approach



Engaging Regional Council

Staff will engage Regional Council by regular reporting through the Planning and Economic Development Committee at strategic phases in the update process, and through Council education sessions.

Vision Update will be linked to a 4-year strategic Plan

The *Vision 2026* update process will be closely co-ordinated with the corporate Strategic Plan. The corporate Strategic Plan will take the direction within *Vision* and provide direction to corporate plans, departmental plans, business plans and Budget, to individual performance plans. The strategic plan will be updated every 4 years to coincide with the terms of Regional Council.

Vision 2051 Workplan

The *Vision 2051* update process will continue to occur throughout 2011. The following are the next key steps in the *Vision 2051* workplan:

- Internal and external consultation on Vision 2051 throughout winter-spring 2011
- Engage Regional Council at Council education session on April 28, 2011
- Draft Vision 2051 document to Planning and Economic Development Committee in Fall 2011
- Engage Regional Council at Council education session in Fall 2011
- Consult on Draft Document through Fall 2011
- Final Vision 2051 document Winter 2011/2012 for Regional Council consideration

5. FINANCIAL IMPLICATIONS

Vision 2051 is being completed within the existing Regional Staff complement, and within the approved 2010 and 2011 business plan and budget.

6. LOCAL MUNICIPAL IMPACT

Throughout the *Vision 2026* process, it has been recognized that the local municipalities are key stakeholders in contributing to a collective Vision for York Region's future. The update to *Vision 2026* will build on the contributions of the past and ensure that local municipalities are fully consulted and engaged in the update process.

7. CONCLUSION

Vision 2026; the Region's key strategic document is being updated to *Vision 2051*, taking a 40 year outlook. *Vision 2051* will be developed in 4 steps; examining the continued relevancy of the goal and action areas in *Vision 2026*, analysing key trends and forecasts which impact the Region to 2031, incorporating recently approved and emerging Regional strategies, and finally, backcasting to get to a desired vision of a 2051 York

Region and determining the steps needed to take York Region there. The update to *Vision 2051* will be closely co-ordinated with the development of the corporate Strategic Plan. It is anticipated that a draft of *Vision 2051* will be brought forward for consideration to Regional Council by the Fall of 2011, be circulated for review and comment, and be a final be presented to Regional Council's consideration by winter 2011-2012.

For more information on this report, please contact John Waller, Director of Long Range and Strategic Planning at Ext. 1525 or Karen Antonio-Hadcock, Senior Planner at Ext. 1532.

The Senior Management Group has reviewed this report.

Vision 2051: Process Update

Planning & Economic
Development Committee

January 12, 2011

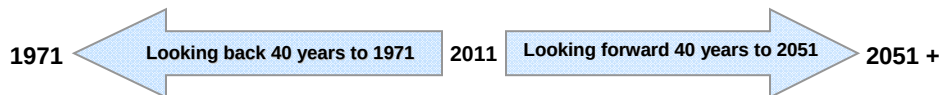
From Vision 2026 to Vision 2051

- ❖ Vision 2026 was prepared in 2002 to update Vision 2021, an earlier strategic plan approved in 1993 that led to the creation of 450 new Regional programs and initiatives.
- ❖ Vision 2026 informs all Council decisions, the corporate Strategic Plan, departmental plans and budget and individual performance plans.
- ❖ Vision 2026 will be updated to Vision 2051



Vision 2051: 40 Year Vision

❖ 2011 is the 40th Anniversary of York Region



- ❖ Examine successes and accomplishments since 1971 to present.
- ❖ Transformation of York Region in past 40 years inspires broad thinking about the possibilities for the 40 years ahead.



PEDC January 12, 2011

VISION 2026 GOAL AREAS

1. Quality Communities for a Diverse Population
2. Enhanced Environment, Heritage and Culture
3. A Vibrant Economy
4. Responding to the Needs of Our Residents
5. Housing Choices for Our Residents
6. Managed and Balanced Growth
7. Infrastructure for a Growing Region
8. Engaged Communities and a Responsive Region

VISION 2026 ACTION AREAS

1. a) Celebrating our Diversity
2. a) Securing a Green York Region
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Update Vision

To reflect the more progressive policy pieces in the last 5 years.
Sustainability Strategy
EOP
Infrastructure Master Plans
Multi-Year Plan

Update to reflect the policy and language of these documents (20-30 year horizon). The current goals are excellent and require tweaking. Updating the action areas will be a more fiducio update. Brings us to about a 2011 Vision



Vision 2051

To get to a 2051 Vision examine issues and trends that will impact Region in 2051, examine what York Region will look like in 2051 and back-cast to come up with updated goals and actions.

Work with Council and Advisory Group & Leaders to think tank.



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Slide 4

Getting to a 2051 Vision: Incorporating Key Regional Strategies



Getting to a 2051 Vision: Examining Trends

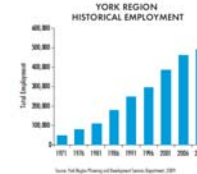
Community	Environmental	Growth & Infrastructure	Economic	Good & Responsive Government
- Human Health; 21st century epidemics - Rapid Population Growth - Aging Population - Increased Diversity - Increasing Low Income Population - More Non-Traditional Families - Less Affordable Housing - Connection between Human Health & the Built Environment	- Enhanced Natural Heritage - Climate Change; Adaptation, Mitigation, Resiliency - Energy Use, Efficiency, Production, Renewables - Green Buildings, Building resilience - New approach to Water Management	- City Building, Intensification - Reinventing community design - Reducing the Demand for Infrastructure - Infrastructure Efficiency & Resiliency - Increased Transit Service & Use - Green Infrastructure	- Responding to a changing economy - Aging of the labour force - Service oriented jobs outpacing traditional goods producing jobs - Immigration will account for 100% net labour force growth - Green Industry - Knowledge based economy - Increasing demand high skilled labour - Jobs creation to match labour force	- Accessibility & Customer Service - Accountability; fiscal and social - Value for dollar - Increased concern about political integrity - Communication revolution - Instant access to information & response - Providing services to match resident needs - Fiscal responsibility

40 Years of Accomplishments (1971-2011)

- ❖ Population of 169,000 to 1 million
- ❖ 47,800 to 500,000 jobs
- ❖ First Vision 2021 approved in 1993
- ❖ First Regional Official Plan approved in 1994
- ❖ Amalgamated Transit service
- ❖ Regional Forests
- ❖ Housing York Inc.
- ❖ Human Services Planning Board
- ❖ First Master Plans



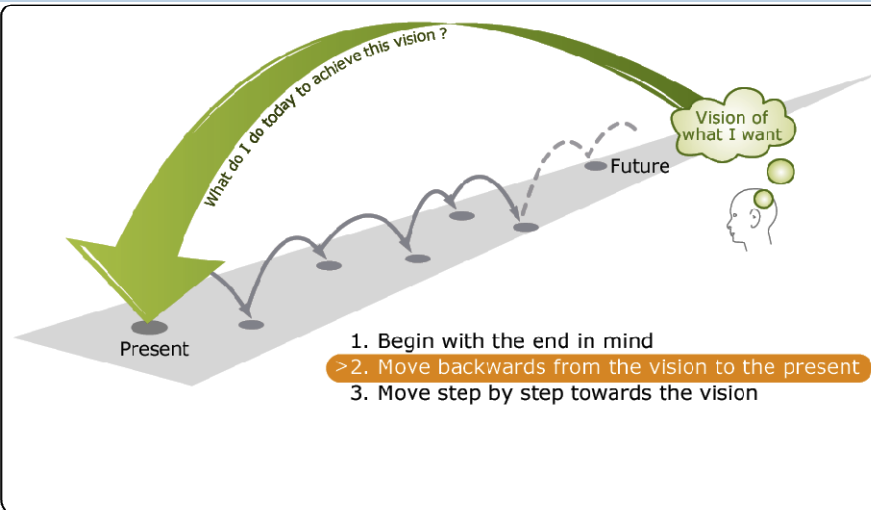
HUMAN SERVICES PLANNING BOARD OF YORK REGION (HSPB-YR)



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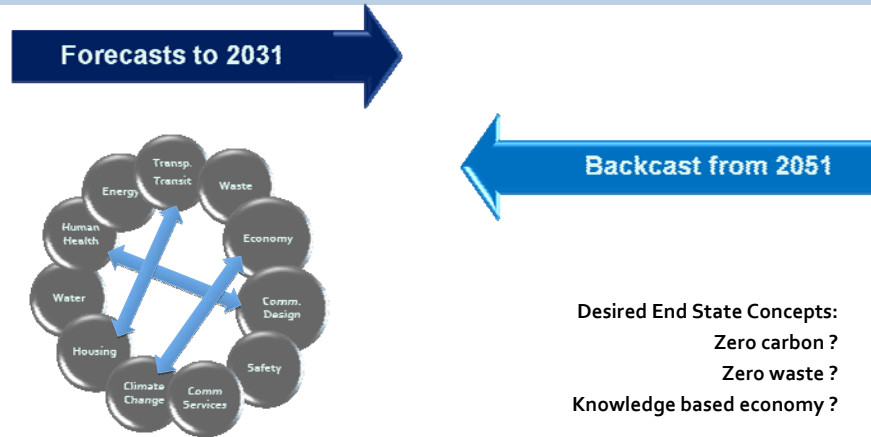
Getting to a 2051 Vision: Backcasting



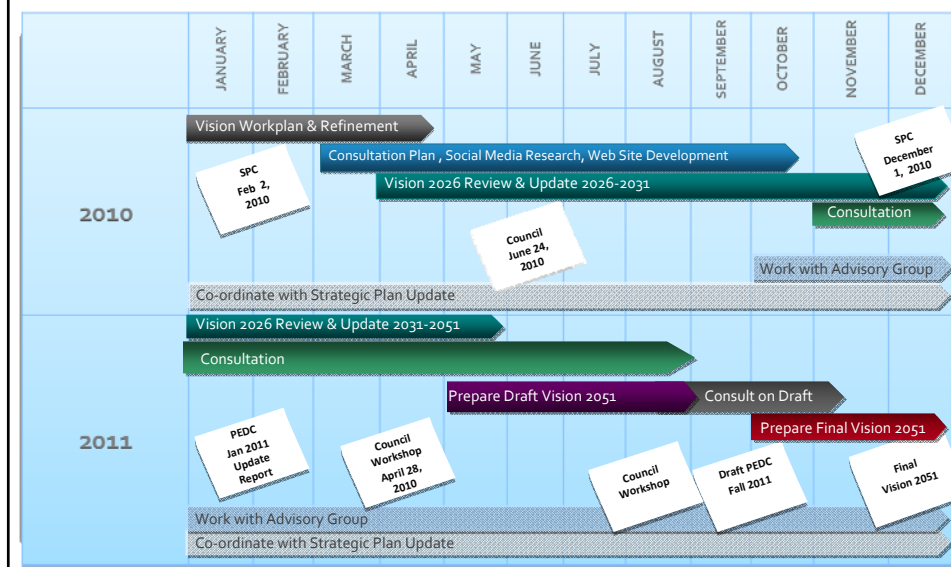
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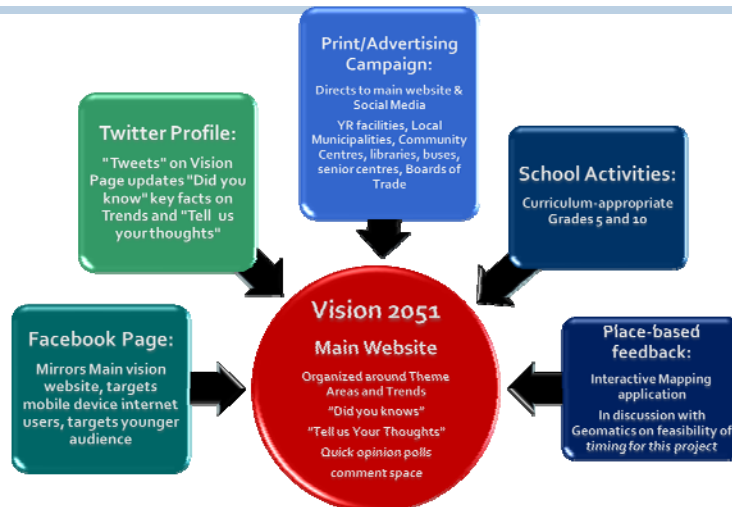
Getting to a 2051 Vision: Backcasting



Vision Update Workplan



Vision 2051 Consultation



Engaging Senior Staff & Council

- ❖ Advisory Committee
- ❖ Engage Regional Council at Council education sessions in Spring and Fall 2011

Discussion