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VISION 2051: UPDATE ON PROGRESS

The Planning and Economic Development Committee recommends the adoption of the recommendation contained in the following report dated April 29, 2011 from the Commissioner of Planning and Development Services.

1. RECOMMENDATION

It is recommended that:

1. The Regional Clerk circulate this report to the Clerks of the Local Municipalities.

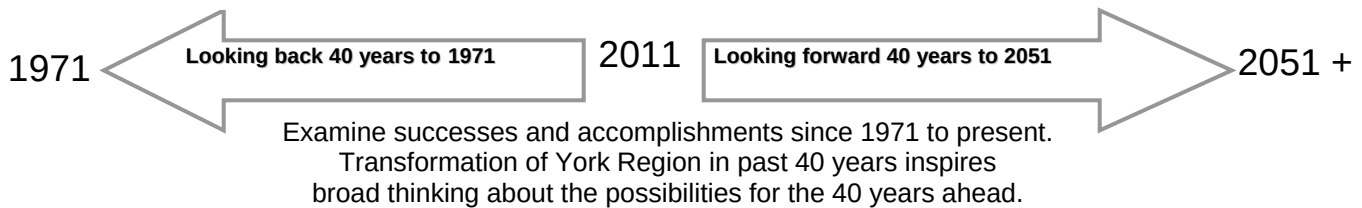
2. PURPOSE

This report provides an update on the progress of the development of *Vision 2051*, summarizes the key steps in the process, and the findings to date.

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.

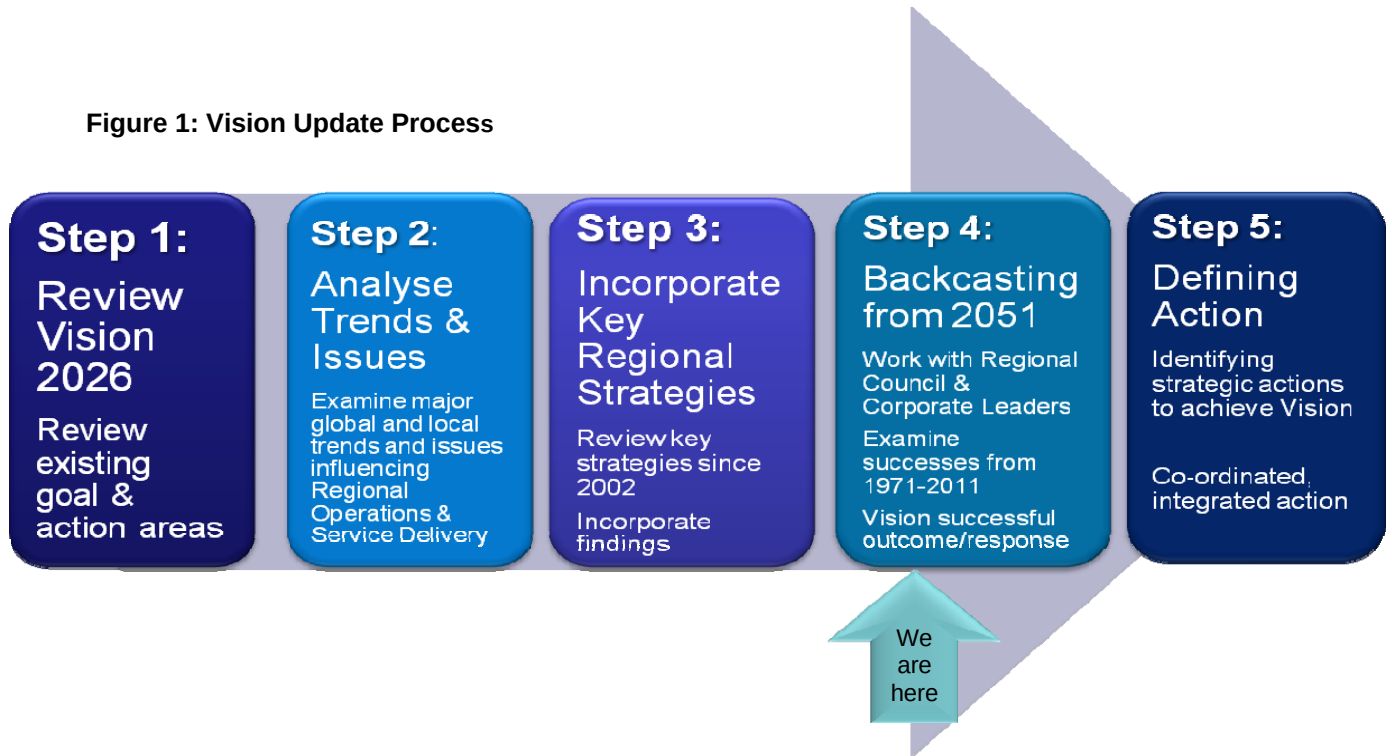
Figure 1: 40 Year Plan



In June 2010, Regional Council endorsed a work plan and consultation program for the update to *Vision 2026*. In January 2011, Regional Council endorsed the process being undertaken to update *Vision 2026* to *Vision 2051*, and on April 28, 2011, Regional Council members participated in a Council Education session dedicated to the Vision 2051 strategy.

Figure 1 outlines the process to update *Vision 2026*, and to create a 2051 Vision for York Region.

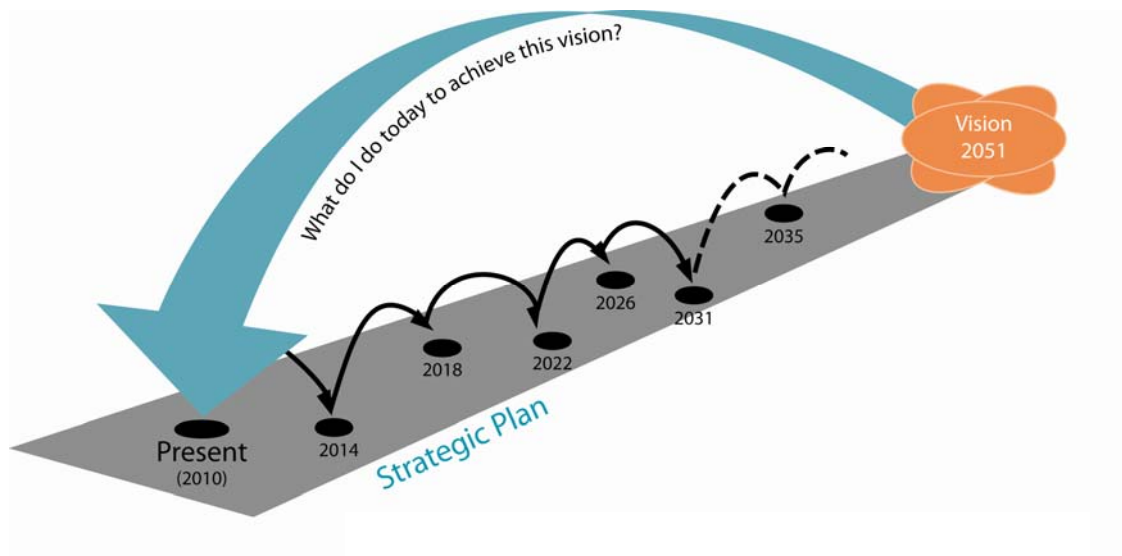
Figure 1: Vision Update Process



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

The *Vision 2026* update process will be closely co-ordinated with the Strategic Plan process. The Strategic Plan will take the direction within *Vision 2051* and provide priorities for the next four years. The strategic plan will be updated every 4 years to coincide with the terms of Regional Council. An update report on the Strategic Plan is being tabled at the May 5th Finance and Administration Committee Agenda. As Figure 2 illustrates, whereas *Vision 2051* defines the desired future state for York Region, the Strategic Plan defines the critical path and measures to take York Region in the direction of Vision from 2011 to 2015, based on the 4 year Council term increments.

Figure 2: Vision 2051 & Strategic Plan Relationship



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 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

Key Regional Trends and Issues are being considered in the Vision 2051 process.

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.

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.

Vision 2051 will be innovative and durable enough to address emerging issues and trends. A more detailed discussion of the trends and issues is included in *Attachment 1* to this report.

Table 1
Overview of Regional Trends and Issues

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: Incorporating 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 focus on 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 document 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*. Many of these strategies have



very broad directions and specific actions which will be used to inform Vision 2051. There are also a number of emerging strategies which will be closely followed to ensure that there is alignment with *Vision 2051*. A summary of the documents are included in *Attachment #2* to this report.

These documents include:

- Sustainability Strategy (2007)
- Regional Official Plan (2010)
- Community & Health Services Multi-Year Plan (2010)
- Housing Supply Strategy (2002)
- Water and Waste Water Master Plan Update: Servicing for a Safe and Healthy Environment (2009)
- Moving on Sustainability: Transportation Master Plan (2009)
- Pedestrian and Cycling Master Plan (2008)
- Long Term Water Conservation Strategy (March 2011)
- Economic Strategy (2005 – to be updated 2011/2012)
- Aging Workforce Study: Beyond the Boomers (2011)
- Customer Service Strategy (2001)
- Regional Greening Strategy (2001)
- Natural Heritage Discussion Paper/Strategic Directions (2008)
- Best Practices for New Communities (2008)
- Corporate Air Quality Strategy (2008)
- Corporate Energy Plan (ongoing)
- Integrated Waste Management Master Plan (ongoing with target completion 2012)
- Climate Change Adaptation (2011 target)

Some common elements of these strategies include:

- Protect community well being and quality of life
- Decisions and standards are based on integrated sustainability framework
- Issues are interrelated: housing, transportation, economy, environment, demographics
- Need co-ordinated response
- Conservation, efficiency, prevention first
- Need to examine bigger picture, alternative solutions & systems approach
- Region should provide the highest quality service that YR residents expect
- Innovation & Regional leadership
- Transparency, equity, and accountability
- Flexibility, adaptability, and the ability to change and adapt to new technology and trends
- Services should be integrated
- Services should be provided in a financially responsible way
- Need adequate funding sources

- Communicate better with our residents, businesses and partners
- Conduct monitoring, performance measurement, adaptive management, and continuous improvement toward sustainability
- Region should work in close partnership and collaboration with local municipalities, service providers, and others
- Intelligent information systems

Many of the strategies are new and take significant strides in the Region's approach to various business areas and define specific actions. *Vision 2051* will reflect these key strategies, and incorporate the key principles and policy approaches.

The strategies generally take a long-term perspective of 25 years, and therefore help to illustrate what 2031 will look like in York Region. This is a useful touch point in the Vision 2051 process, to assist in visualizing a mid-point between the present and 2051. The strategies tell us the following about 2031:

- Population of 1.5 million people
- 780,000 jobs
- More urban region; Vibrant Regional Centres and Corridors
- New generation of complete communities
- Serviced by a robust and diverse transportation network,
- Co-ordinated delivery of human services integrated into communities and urban fabric.
- Innovation in water and waste management
- Energy resiliency; local energy solutions, renewable energy use
- Housing to match need, better live-work balance
- Centre of innovation and excellence
- Transportation options connected to housing and employment
- Spadina Subway to Hwy 7 (2015) and Yonge Subway to Richmond Hill terminal actively used and supported by vibrant mixed use corridors, housing and employment and retail.
- More use of active transportation, cycling routes, ability to cycle from Lake Ontario to Lake Simcoe
- Integrated Regional trail system
- Enhanced natural heritage areas through new communities
- Communities are more diverse; with a higher proportion of seniors and New Canadians

From the vision of 2031 illustrated in these strategies, work can be undertaken to envision a desired end state for 2051.

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 sessions have been held with senior staff and Regional Council. These sessions focussed on activities to envision 2051 and to backcast on the actions and steps that we need to take to get us there. The backcasting approach includes the following elements:

1. Begin with the end in mind.
2. Move backwards from the vision to the present.
3. Move step by step toward the vision.

The sessions focussed on backcasting on key trends and issues that the Region will face in the next 40 years and beyond, as discussed above, and in *Attachment #1* to this Report. These include climate change, human health epidemics, the challenge of creating quality jobs, housing affordability, the rise in low income populations, managing water and waste, increasing congestion, and the aging and diversifying regional demographics.

These and related issues were used in the backcasting session to generate some ideas about a desired end state for the Region in 2051; to determine a successful outcome or a successful response to these issues, and actions to take to the Region there.

Participants were taken through an exercise to examine a desired end condition for York Region within various realms including:

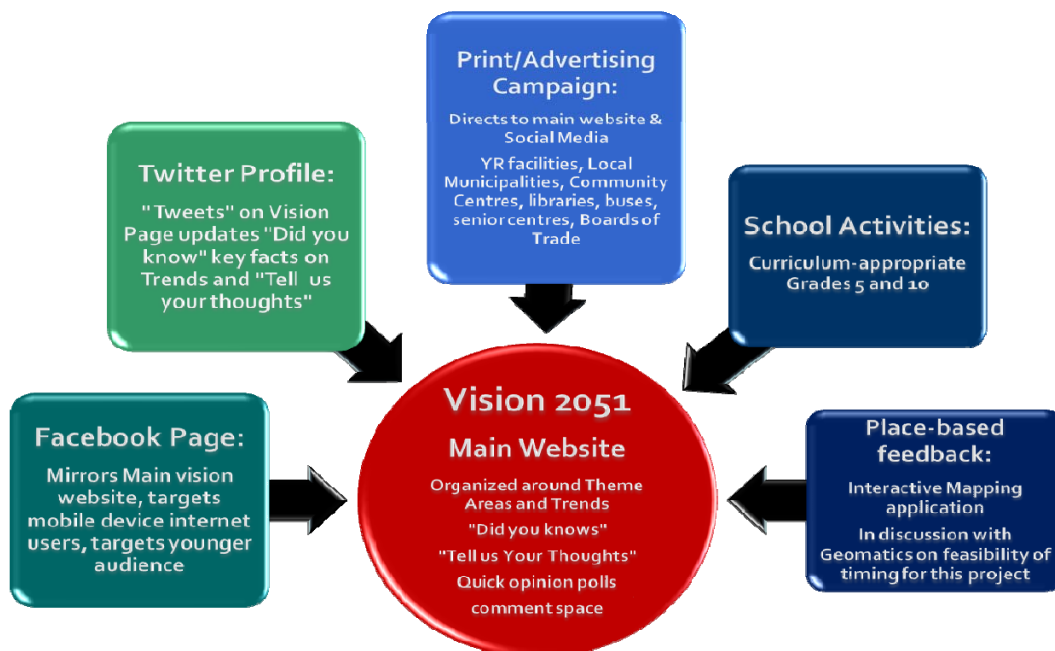
- Built Form & Infrastructure
- Vital Economy
- Healthy Community
- Sustainable Natural Environment
- Engaged Citizens, Responsive Region

Consulting on Vision 2051

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



The Vision 2051 website and social media pages will be launched after Regional Council in May, 2011. Staff are actively working on engaging the School Boards to launch the Vision 2051 school activities.

Next Steps in the 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
- 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. The update to *Vision 2051* will be closely co-ordinated with the development of the corporate Strategic Plan. *Vision 2051* is being developed in 4 steps; examining the continued relevancy of the goal and action areas in *Vision 2026*, analysing key trends, issues, and forecasts, 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 review of key Regional trends and issues and the major policy documents has been completed, and several backcasting sessions have been held. 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 early 2012.

For more information on this report, please contact Karen Antonio-Hadcock, Senior Planner at (905) 830-4444, Ext. 1532 or John Waller, Director of Long Range and Strategic Planning at Ext. 1525.

The Senior Management Group has reviewed this report.

(The two attachments referred to in this clause are attached to this report.)

Trends and Issues for Vision 2051

Why Do We Need to Pay Attention to Trends and Issues?

- 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.
- Updating trends in Vision 2026
- Forecasts to 2031: helps envision what the Region will look like in 2031. These include: population, employment, community social data, infrastructure needs and opportunities.

Trends in Vision 2026

The following were the trends that we identified in 2001 as a part of Vision 2026.

- By 2026, York Region will be home to nearly 1.3 million people.
- York Region's population will be increasingly older.
- There will be an increased number of people in low income categories.
- York Region will be home to an increasing number of vulnerable residents.
- Household forms will continue to change.
- York Region's multi-ethnic population will continue to diversify.
- The employment growth rate will remain slightly ahead of the population growth.
- Job growth will be experienced in diverse sectors.
- Technology will be increasingly significant in York Region, as elsewhere.
- Citizens will continue to expect more and better services at the same or less cost.
- More York Region residents will participate in their communities.
- Governments will continue to identify new ways to show taxpayers that they are responsive and effective

York Region Faces the Following Trends and Issues Over the Next 40 Years:

I. COMMUNITY:

Human Health is in crisis

- 21st century epidemics
 - Obesity: Almost 60% of adults and 26% of children are currently overweight or obese in Canada.
 - Diabetes
 - Cardiovascular health “the perfect storm”: The Heart and Stroke Foundation’s 2010 Annual Report on Canadians’ Health warns that a “perfect storm” of risk factors and demographic changes are converging to create an unprecedented burden on Canada’s fragmented system of cardiovascular care, and no Canadian young or old will be left unaffected.
 - Stress
 - Mental illness
 - Cancers

Children's Health is declining

- Heart and Stroke's 2009 report card on Children's health reported that the current generation of children are not likely to live as long as their parents.
- Children generally lack of physical activity, have poor eating habits, increased high blood pressure, increased incidence of type 2 diabetes and heart disease.
- Less than 15% of kids walk to school
- Ten years ago 1 in 5 kids ate five or more servings of fruit and vegetables daily, in 2009, this number dropped to 1 in 8 (bare minimum of Canada's food guide)

Rapid Population Growth

- 1971: 169,000
- 2011: 1.1 million
- 2031: 1.5 million
- 2051?: 1.8 million
- Aging Population greatest increases
- Ethno cultural and racial diversity a defining characteristic of York Region
- By 2031: 62% of the population will be new Canadians
- New Canadians account for 60% of Region's Growth

Increasing Low Income Population:

- While York Region is generally, an affluent community, there is an increase in low income Population; 55% increase since 2001.
- In 2006 almost 13% of residents were living in low income households
- 15% or 32,500 children under the age of 18 lived in a low income household (62% increase since 2001)

More Diversity in Household Types:

- 2 parent household the largest type in York Region, but slowest growth area.
- Growth in other household types:
 - Households without children (23 per cent)
 - Single person households (33 per cent)
 - Other household types – multiple families, single-parent families (33 per cent)

Lack of Affordable Housing

- Not enough rental housing
- Need for market affordable housing
- Increasing social housing need
- Mismatch with Regional labour force
- Average new \$566,110 average re-sale \$491,883
- Affordable \$324,723 (2005)
- Rental vacancy 1.8% (high need)
- No new rental housing has been built in the last 5 years

Connection between the human health and the built environment

- You are where you live:
 - Connection between unsustainable development and human health
 - Obesity & Cardiovascular health
 - Air Quality
 - Lack of opportunities for exercise and recreation

- Access to healthy food
- Availability of jobs

II. ENVIRONMENT:

From Protecting to enhancing the natural environment

- Enhanced Natural Heritage
- Strengthening the natural heritage system
- Make connections

Climate Change

- The climate of the Great Lakes Region which York Region is a part of is already changing
 - Winters are getting shorter
 - Annual average temperatures are growing warmer
 - The duration of lake ice cover is decreasing as air and water temperatures rise
 - Violent storms are increasing in frequency
- Impacts on infrastructure, health care, human services, emergency services, natural systems
- Preparedness for impacts; mitigation, adaptation, resiliency
- Implications on how we plan communities and deliver services

Energy and Green Buildings

- Energy costs are rising and availability is declining
- District Energy (local generation and distribution)
- Renewable energy generation; large scale and on-site
- Movement toward energy efficient communities and buildings
- Uptake in green building certifications
- Building Code Changes to address energy and water efficiency

III. GROWTH & INFRASTRUCTURE:

City Building & Intensification

- 40-100% intensification
- New communities and centres
- Reinventing community design
 - Sustainability
 - Liveability
 - Health
 - Urban Design
 - Energy, Water & Waste management
 - Mobility
- Retrofitting suburban developments to be more complete and compact

Reducing the Demand for Infrastructure

- Change to the infrastructure paradigm:
 - Transportation:
 - Reduce the need to travel
 - Provide alternative modes
 - Enhance transit

- Complete Streets
- Water:
 - Reduce need
 - Reclaim, reuse
 - Build capacity

Green Infrastructure:

- Natural heritage and water system network in the Region
- Making effective use of ecological goods and services vs. hard infrastructure
- Design for nature to do as intended;
 - purification of air and water,
 - maintenance of biodiversity,
 - decomposition of wastes,
 - groundwater recharge through wetlands,
 - Water attenuation,
 - Carbon sequestering,
 - Temperature regulation

IV. ECONOMY

The Regional Economy is Changing:

- Service oriented jobs outpacing traditional goods producing jobs
- Decline/offshoring of manufacturing
- Globalization vs. (your world is about to get a whole lot smaller)
- Increasing demand high skilled labour
- Jobs creation to match labour force

Aging of the Labour Force

- Three major issues that impact the Regional labour force:
 - an aging population
 - decreased fertility rates
 - current immigration levels
- Over the next five to 10 years, aging baby boomers will retire in record numbers.
- An estimated 100,000 - 150,000 in the workforce across the Region
 - Labour shortages & gaps
 - Knowledge transfer

Environmental Industry Cluster

- Over 300 companies in the environmental sector including:
 - Air pollution monitoring and control
 - Water and wastewater technologies
 - Waste management technologies
 - Environmental engineering, software and consulting services
 - Clean energy technologies and energy conservation
 - Instrumentation and analytical services
 - Site remediation and brownfield redevelopment

Transition to a Knowledge Economy

- Value added GDP
- Increased emphasis on research and development (innovation)
- Transition toward value added manufacturing

- Highly trained labour force
 - Role of post-secondary education

V. ENGAGED CITIZENS, RESPONSIVE GOVERNMENT

Seamless Access to Government Services:

- Accessing Government Services:
 - instant, virtual, 24-7
 - Single point of contact
 - 311
- Customer Service:
 - Responsive to diversity in community
 - Timely

Responsive Government

- Accountability: fiscal and social
- Value for dollar (affordability)
- Relevancy & Integrity
- Increasing demand for services

Communication Revolution

- Social Media social networking
- Instant access to information & response
- Avalanche of information
- Changes the nature of democracy



KEY REGIONAL DOCUMENTS: GETTING TO A 2031 VISION FOR YORK REGION

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Sustainability Strategy (2007)	1
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Sustainability Strategy (2007)

Contact: John Waller

- Evaluate decisions using the triple bottom-line elements of environment, economy and community.
- Create a culture of continuous improvement, minimizing impact, maximizing innovation and increasing resiliency.
- Create a spirit of stewardship, shared responsibility and collaboration.
- Raise the level of sustainability awareness through education, dialogue and reassessment.
- Promote sustainable lifestyles and re-evaluation of our consumption and expectations.
- Thinking differently, being more innovative and collaborative.
- Making **smarter decisions** about our lifestyle, community design, infrastructure and financial decisions.
- **Practicing prevention and adaptation** so that our communities become more resilient to long term social, economic and climate change.
- Demonstrating leadership

Regional Official Plan (2010)

Contact: John Waller, Barbara Jeffrey

- In the next 25 years, York Region will face significant growth. It is anticipated that the Region will grow by 570,000 people to reach a population of 1.5 million, and add 320,000 jobs to bring increasing our employment to 780,000 jobs by 2031.
- The Region is committed to plan for this growth in a sustainable way while providing a high-quality of life for its residents through the development and implementation of the Official Plan.
- Growth will be accommodated in Regional Centres and Corridors, the Urban Area, Towns and Villages, and new community areas. While each of these areas are unique, they will be knitted together by common principles and policies that set a high standard for development.
- The main structure of the Regional Official Plan established in 1994 was focussed on the three themes of sustainable natural environment, healthy communities and economic vitality. This focus on sustainability and the triple bottom line remains valid and has been further reinforced through the policies and structure the new Official Plan.

The Official Plan represents the Region's ongoing collaboration with its partners and stakeholders to rethink the way communities are designed, serviced and supported. Key elements of the Plan include:

- City building, focusing on Regional Centres and Corridors and including innovation in urban design and green building.
- A minimum of 40% residential intensification within the built-up area.
- New community areas, designed to a higher standard that includes requirements for sustainable buildings, water and energy management, public spaces, mixed-use, compact development, and urban design.
- The protection of employment lands from non-employment uses.
- Promotion of a well-designed and intensified built form for new commercial, industrial and institutional developments.
- Updated York Region Master Plans for transportation and transit, water and wastewater, and pedestrian and cycling.
- Enhanced mobility systems using a "people and transit first approach" to connect land use and transportation planning.
- Progressively higher standards in energy and water efficiency, renewable energy systems and waste reduction.
- Urban development and infrastructure projects that contribute enhancements to the Regional Greenlands System.
- A natural heritage legacy based on a linked and enhanced Regional Greenlands System.
- A minimum 25% affordable new housing units
- A full-cost accounting approach to financial management that considers the economic, environmental and social costs.
- Protection of the rural and agricultural countryside.

The policies in this Plan will strengthen the connections between the natural and built environment, job opportunities, human services, transportation, public health and fiscal capacity. Making these connections will also foster citizen participation in the economic, social and cultural development of the Region's communities.

Community & Health Services Multi-Year Plan (2010)

Contact: Cordelia Abankwa-Harris, Carla Adams, Monica Bryce

- Articulates a new approach to Community and Health Services; integrated, holistic way to plan and deliver services focusing on outcomes.
- Social and Health needs are complex and require a range of interventions and co-ordinated supports to achieve positive outcomes.
- The Region is only one player in the broader HS system; co-ordination and integration with other service providers is essential for positive outcomes.

Goal Areas:

- Contribute to Regional economic vitality by helping low income residents with access to basic needs, and with finding and keeping jobs.
- Support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.
- Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.
- Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential.
- Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community.
- Deliver a more integrated human service system that supports effective community planning and quality services.

Guiding Principles

- **Support the determinants of health.** The health of individuals and communities is influenced by the interaction of social, economic and health factors. Community and Health Services plays a key role, along with other levels of government and community agencies, in providing services which support better health outcomes for residents.
- **Focus on prevention.** Addressing the root causes of social and health issues can reduce pressures on long-term and more costly emergency or institutional supports. Community and Health Services will improve access to preventative social and health services that promote healthy sustainable communities and help individuals and families at risk to reach their full potential.
- **Address services through a life course perspective.** Residents have different needs at different stages of life. Community and Health Services will focus on supporting residents through major life transitions.
- **Keep pace with growth and diversity.** Investing in human services can sustain the quality of life and economic well-being of residents. The relative need for specific services across York Region will shift over time as a result of demographics, social and economic factors, government fiscal and policy changes, and health threats or disease outbreaks.
- **Provide services in a holistic and people-centred way.** Co-ordinated, seamless and tailored services are required to meet the needs of residents on their terms and in their communities.
- **Strengthen community partnerships.** Collaboration leads to better human services for residents. Community and Health Services will foster stronger networks with local communities and other levels of government.

- **Propose high quality, fiscally responsible and sustainable solutions.** Resources should be directed to new or enhanced initiatives where there is a strong policy rationale for action, or clear evidence and research to support investment.
- **Align strategies with federal and provincial policies and Regional priorities.** As part of a broader human services system, Community and Health Services must be guided by both federal and provincial policy while working to support Regional strategies.
- **Build on its broader function as service system manager for provincially-mandated programs and services.** Community and Health Services has a critical leadership role in planning and managing a network of human services, convening community partners to support local strategies, and acting as a “catalyst” for broader advocacy on York Region-specific needs.

HS Issues:

- Community and Health Services face multiple service pressures from growth and changing demographics.
- The pace and face of growth will vary across communities.
- Recent immigrants to Canada are attracted to York Region’s vibrant economy and communities.
- Older residents will require a changing mix of services and greater housing options.
- The lack of affordable housing will put increased pressures on all segments of the community.
- More residents are living on lower incomes.
- Residents have more complex needs.
- Residents are expecting better access to information and services.
- Long-term social and economic policy is increasingly focussed on the success of children and youth
- Public Health, EMS and Long-Term Care are facing pressures due to growth and regulatory requirements
- Community and Health Services will need to transition into new or expanded roles to meet upcoming provincial policy direction.

Housing Supply Strategy (2002)

Contact: Sylvia Patterson

- Ensure that the housing needs of all our residents are met; youths, seniors, single persons, couples and households with special needs
- Need to partner with others to achieve goals
- Enhance private rental market
- Social housing (long wait lists)
- Increasing pressures on emergency shelters
- Affordable housing has been out of reach for many young families, entry level professionals, and human service workers
- Meet needs of changing demographics: increased senior population
- Changing face of homelessness: rise in youth and working families at risk
- Need to address key housing areas: Affordable ownership, rental, and non-profit; relationship between housing and transit, human services, the economy and growth management
- Continued economic vitality is dependent on affordable housing
- Support development industry to develop innovative affordable housing
- Promote inclusion of second suites in new homes to assist new homebuyers to create new affordable rental units
- Production of non-profit housing has not kept pace with our rapidly diversifying population
- Acute shortage of rental housing units
- Encourage municipalities to allow rooming houses, boarding and lodging homes, group homes for those with special needs in communities
- Facilitate the expansion of emergency shelter beds
- Work with at-risk youth to develop a transitional housing project
- Effective housing strategy requires the involvement of all private sector and non-profit partners
- Important to recognize the relationship between housing, economic vitality, transportation and quality of life
- Co-ordinate the planning for housing, transit and economic development and human services

Water and Waste Water Master Plan Update: Servicing for a Safe and Healthy Environment (2009)

Contact: Loy Cheah, Jonathan P'ng

- Connections between water and waste water are acknowledged by the first combined Water and Waste Water master plans;
- Slowly moving toward more localized solutions – for water and waste treatment by examining ways to reduce the need for intra-basin transfers
- Ensure safe and clean drinking water to all residents
- Committed to the wise use of water ensuring adequate water resources for today's residents and for future generations
- Maintaining healthy watersheds
- Plan for Climate change and enhance energy efficiency: YR will mitigate the impacts of climate change through demand and capacity planning and the design and efficient operation of water and waste water.
- Need to continue with, and enhance water efficiency and conservation efforts while also strengthening efforts to prevent further inflow and infiltration to the wastewater collection system
- Co-ordinate with other initiatives and other regional programs toward seamless integration with TMP and ROP
- Connection to LTWCS: the York Water System is expected to be capable of providing adequate water supplies to meet demand beyond 2031. Together with enhanced water efficiency programs and water conservation programs may extend the timing of needed expansion and if sufficient water savings are achieved, may preclude the need for future expansion and water conservation programs may extend the timing of needed expansion and if sufficient water savings are achieved, may preclude the need for future expansion
- Infrastructure is still a part of the master plan. Infrastructure was planned in the most sustainable way. Reduce infrastructure need by looking at both the supply and demand side. Ensure that the supply side is as sustainable and innovative as possible.
- Water is fundamental part of human existence, and we must treat it that way.
- The way that we create our communities, defines how much we need to spend on infrastructure, including water. Need to plan water resilient communities.
- From master plan to innovation in implementation; bringing innovation into our implementation process so that we continue to be at the forefront

Moving on Sustainability: Transportation Master Plan (2009)

Contact: Loy Cheah, Richard Hui

- Develop initiatives to **reduce the need to travel**
 - housing, live-work, mixed uses, alternative work arrangements,
- Provide more convenient and reliable **alternative modes**
 - Community design for active transportation – don't design a community for just cars; design for all modes -- walking, cycling, transit, car sharing, car pooling
 - **Education and training** on alternative modes; cycling education, eg.
- Enhance **public transit** by improving existing infrastructure and services
 - Transit to be viewed as family of classes of transit services; different levels of service for it to be successful and integrated into communities that together offer a more holistic approach to transit.
 - Transit service in the future will be as essential as our road system; integral.
- **Optimize streets** to accommodate all modes of travel, and expand roadways only when necessary
 - Recognize that **streets are public space**, accommodating all physical movement of people and goods. Need to be maximized and optimized as valuable spaces to all people of York Region.

Transportation Sustainability Principles

- Put pedestrians and transit first with access and mobility for everyone (first priority)
- Integrate transportation and land use planning (first priority)
- Adopt energy efficient (carbon neutral) transportation systems
- Implement and support transportation demand management initiatives
- Implement and support transportation supply initiatives

- Policy implementation is critical. We need to do a better job of **implementing (e.g. ensure sidewalks are integrated into communities)**
- Need to balance competing issues without one overriding the others (eg. protection of our natural environment can lead to unbalance in other areas – impediments to valley crossings to create complete communities). We need to balance the protection of our natural environment, with taking a more comprehensive look at our complete natural environment (humans included).
- **Innovations in transportation:** urban design or building standards need to continually evolve to adapt to latest technologies to support the forward movement toward sustainability. E.g. As electric vehicles become more predominant; we need the infrastructure to support.

Pedestrian and Cycling Master Plan (2008)

Contact: Loy Cheah

- Supports vision for sustainability by assigning more priority to walking, cycling, public transit, and car pooling and transportation demand management initiatives.
- Provides more balanced transportation system that places less emphasis on single occupant vehicle trips while reducing emissions of air pollutants and greenhouse gases.
- Strategy is intended to guide the Region and the local municipalities over the next 25 years and beyond to implement a comprehensive pedestrian system and on and off-road cycling network.
- Provides a recommend network of on and off-road pedestrian and cycling facilities which cross jurisdictions, link municipalities and key attractions while encouraging utilitarian, leisure, recreational and touring pedestrian cycling trips.
- Provides comprehensive planning and design guidelines to ensure that facilities are designed to minimize risk to pedestrians and cyclists,
- Policies and programs to increase the level of walking and cycling in the Region.
- Implementation strategy which indentifies priorities and required investments and provides a pedestrian and cycling network implementation process that can be integrated into annual service, capital investment and delivery programs
- PCMP goes beyond simply identifying routes and recommending policies to providing the steps and tools necessary for the Region and partners to implement and maintain the PCMP
- Every street should be viewed as a pedestrian street; improve the environment for pedestrians of all age levels, create a system that is accessible for all types of users and encourage people to walk more often.
- Cycling network builds upon and connects municipal cycling networks and trail systems, links urban and rural centres as well as key attractions in the Region and creates a regional spine that will facilitate transportation by bicycle for utilitarian and recreational purposes and support the use of public transit.
- Parts of the network are also destinations; lake to lake route

Long Term Water Conservation Strategy (March 2011)

Contact: Tracey Carrigan

- Conservation First: **conservation, efficiency, reuse and rainwater as the “new” sources of water for the 21st century**
- We need to transform our relationship with and beliefs about water
- Water has always been a **connector**; drawing people and communities together. And as a source of life, water flows throughout all significant issues; it is a messenger of climate change, co-creator of energy and in York Region, it is the agent of innovation and change
- The **blue economy**; a more sustainable green, blue and localized economy

- Water for Tomorrow: has saved 22 million litres of drinking water, freeing up sufficient supply to supply drinking water to about 85,000 York Region residents
- Water conservation programs are delivered at a cost less than the cost of building new infrastructure.
- YR is committed to water **conservation efforts as a way to offset demand and free up additional supply from the existing system.**
- The collective vision for the LTWCS is “**no new water**” The potable water use across the sectors in 2051 will be equivalent to the total potable water use in 2011. (first, an increase in water use, then a decrease back to 2011 water use levels)
 - Innovative programs:
 - Implementation of Regional Incentive programs (SHIP and LEED for high rise)
 - Provincial Support through changes to the OBC/Plumbing Codes and/or legislative changes to allow for the use of high efficiency fixtures and water re-use opportunities in all new development to be mandated
 - Adoption of reused water (rainwater, stormwater, grey water,) as a source for outdoor and other non-potable uses beginning in 2021

- Goal of “no new water” is beyond Regional jurisdiction. Achieving the vision will involve all sectors and facets of Regional life, from how residents use water at home and at work to building new water efficient communities and ICI developments. To reach the goal of no new water will take a cultural change and much legislative change from provincial/federal levels

- One of the biggest opportunities in York Region to enhance ecological integrity of its ecosystems is in **stormwater management**. Stormwater is not just a management issue, but should be considered a resource and an alternative to potable water use. By defining it as a resource, its quantification, assessment and management would change.
- All water is considered a service provider (look for other means to provide the service that water is currently providing)
- **Match water quality with quality of need**
- Incorporate ecological integrity of water sources
- Be a municipal **leader in water conservation and efficiency.**

Invest	Inspire	Respect	Adapt
• In new industry • In new technologies • In our future • In preserving water for future generations	• Responsible government • Responsible citizens • Responsible businesses • Innovation and creativity	• The natural world • Places you play • Cultural ways • Ideas • Learning & education • Legislation	• To climate change • To changing environment • To new ideas • Minds

Economic Strategy (2005 – to be updated 2011/2012)

Contact: Doug Lindeblom

- Update to strategy will be launched in June 2011
- York Region's response to a globally changing economy
- Position's York Region in the marketplace, identifying partnerships with other stakeholders to attract the best and brightest of the workforce
- To provide a climate for growth of innovative and competitive companies that create a resilient and prosperous economy
- High quality input conditions are required: labour skills and the quality of the physical and intellectual infrastructure of the Region
- Need a supportive business environment that encourages investment not only in physical assets and technology, but people – build basic infrastructure, connect entrepreneurs to company assets, the promote a culture of innovation and success and make sustainability and quality of life an economic priority
- Innovation Regions
- Leadership is required (in successful regions, business and civic leaders set the stage for entrepreneurs to what they do best)
- Region should foster new collaborative relationships with other public and private sector partners as well as colleges and universities as it takes on new roles and embarks on new ventures
- Business support is needed:
 - To remain competitive they must accelerate the integration of new technology
 - Innovation should be a focus of the strategy to facilitate the opportunity for business to leverage technology to maintain their competitiveness
 - New collaboration and partnership and that the Region should encourage industry clusters to create new opportunities for business development
 - Encourage companies to expand their reach to global markets

Strategic directions:

1. **Create an environment to share information and ideas (economic intelligence)**
 - Information single most important raw material
 - Create and foster networks and partnerships to share information and ideas
 - Critical for the Region to understand the economy and monitor how it is changing to be able to attract and support the industries of the future
 - Better understand the growth and change in the region's economy
 - Foster on-going opportunities for sharing information and ideas
 - Expand broadband communications
 - Improve co-ordination with other levels of government
2. **Sustain a high quality workforce**
 - Address skill shortages and encourage apprenticeships where needed
 - Critical skill gaps that are affecting the ability of YR companies to grow
 - Imbalance between the skills of the resident labour force and the jobs being created in the Region
 - The majority of the labour force growth will be driven by the influx of new immigrants

- Opportunities for continuous learning must be created for individuals at all points along the skill continuum and need to be tailored to encourage more inclusivity within the broader community
 - Engage the region's youth in workforce development initiatives
 - Attract new institutions of higher learning, research and training
 - Intentions of new business to invest in YR are closely related to labour force availability which in turn hinges upon housing supply and ease of getting employees to the workforce
 - Integration of labour force development policies with long range transportation, transit, housing initiatives to support decreased commuting and time
 - Align workforce development with needs of industry clusters in YR
 - Support immigration mentoring and integration
 - Involve the region's youth in workforce development planning
 - Integrate land use, transit and housing policies to encourage closer live-work opportunities and improved accessibility by employers and employees
- 3. Strengthen entrepreneurship and industry cluster**
- The region should foster conditions for innovation that build upon its effort to support entrepreneurship
 - Attractiveness of region's employment areas as "incubator areas" need to be strengthened
 - Revitalize and promote new employment opportunities in transit-supported urban centres
 - Improve energy efficiency and decrease waste generation within the business community
 - Support the growth and creation of business enterprise
 - Encourage technological innovation and commercialization
 - Enhance the export capabilities of YR companies
 - Strengthen region's industry clusters
 - Facilitate access to K
 - Strengthen the economic vitality and business diversity of employment areas and urban centres
- 4. Enhance quality of place**
- High competition for new talent, business investment and discretionary spending by visitors and tourists
 - Companies will relocate and expand in a region that attracts a quality labour force and allows its residents a diverse range of leisure pursuits and opportunities for social and educational upgrading
 - Develop and promote YR's attributes
 - Attract tourism and special events
- 5. Encourage the efficient movement of goods and people**
- Traffic congestion single most pressing concern facing businesses in YR
 - Access to 400 series highways a key factor in locating in YR
 - Employers and businesses believe that large scale upgrading of the transportation infrastructure is needed in order to retain an attractive business environment
 - Goods movement: well maintained road network is indispensable to the Region's sustained prosperity
 - Ensure that the transportation system meets the ongoing needs of business for goods movement

Aging Workforce Study: Beyond the Boomers (2011)

Contact: Doug Lindeblom, Sharon Vegh

- Over the next 10 years an estimated **100,000 to 150,000 baby boomers** in the York Region workforce **will retire**, the aging workforce will challenge recruitment plans of medium to large York Region employers and succession planning at small entrepreneurial firms that comprise over 70 per cent of firms in York Region
- Aging workforce trend will have an economic impact on all nine municipalities
- **Younger workers may not be available in sufficient supply to meet the needs of York Region's growing economy.**
- Boomers have filled the need for qualified employees for 40 years
- Productive years are increasing
- Retirement is less relevant; people tend to work longer, as well educated people tend to do work that is not physically straining
- **Biggest impact will be on FIRE**, public administration, policy, enforcement, and civic service, health care, education, information technology and communications, business building, and other support services, construction and manufacturing, professional, scientific and technical fields.
- Balance in the Region is ideal: Region's workforce is equal to employment opportunities
- **Support is needed for both businesses and their employees to assist with the impacts of this trend.**

Customer Service Strategy (2001)

Contact: Michelle Herder

Customer Service Mission Statement

We at York Region are here to serve you. We are committed to providing cost-effective, customer-centred service that is accessible, timely, knowledgeable, competent, courteous, caring, and fair.

Our customer service mission statement is supported by the following values:

- **Cost-Effective:** We are committed to delivering services in the most cost-effective manner.
- **Customer-Centred:** We are committed to continuously communicating with and listening to our customers and putting ourselves in our customers' shoes to ensure that we can meet or exceed our customers' needs.
- **Accessibility:** We are committed to ensuring that our diverse range of customers knows how to find us and can get to us easily through a variety of means (in person, on the phone, through correspondence, via technology)
- **Timeliness:** We are committed to providing service in a timely manner. Our commitment to timeliness will be reflected in a corporate commitment to timeliness standards.
- **Knowledge & Competence:** We are committed to continuously developing the necessary knowledge and skills to support effective and professional service to our customers. "Customer focus" will be a core competency of all of our employees.
- **Courtesy & Caring:** We will serve our customers with respect and courtesy in a way that demonstrates that we care about them.
- **Fairness:** We will treat our customers in a fair and equitable manner and in accordance with the regulations and/or policies that govern our services.

Customer Service Strategic Directions

1. *Leadership*
 - Championing
 - Continuous Planning for Improvement
2. *Customer Voice*
 - Seeking the Customer's Views
 - Customer Feedback & Complaints Resolution Systems
3. *Staff Development*
 - Competencies & Recruitment
 - Orientation & Training
 - Staffing Strategies
 - Performance Management & Recognition
4. *Access & Information Systems*
 - External Communications
 - Telephones/Telecommunications
 - Information Management
 - Information Technology/Web-Services
 - Physical Facilities
5. *Service Standards & Consistency*
 - Accessibility Standards

- **Timeliness Standards**

There is broad-based recognition of the need to continuously improve the Region's customer service, an understanding of the range of customers, and numerous examples of customer service commitment and innovation.

- **Corporate commitment:** The concept of quality service is built right into York Region's Mission Statement
- **Staff commitment to excellence in customer service:** There is a broad-based understanding among employees of the importance of customer service
- **Recognition of the need to continuously improve the Region's customer service overall:** Internal discussions and external research highlight the need for the Region to strengthen its customer service.
- **Broad-based understanding of the range of customers:** Employees in York Region recognize a broad range of external and internal customers. Frequently cited "customer" groups include:
 - The public in general (residents, taxpayers)
 - Direct clients (service recipients, businesses)
 - Other staff
 - Other municipalities and other levels of government
 - Elected officials
 - Service partners (e.g. other service providers, vendors, etc.)
- **Numerous examples in York Region of customer service commitment and innovation:** The Region has a strong foundation upon which to build in customer service excellence and innovation.

Opportunities for Improvement:

- Increasing awareness internally and externally of the Region and its services; and developing a better understanding of customers and their expectations and needs
- Making it easier for customers to access services
- Improving the timeliness and consistency of services
- Equipping employees with the necessary tools to provide effective service
- Maximizing the benefits of technology to support effective service:
- Developing an organizational culture and systems that value, reinforce and continuously improve customer service

Regional Greening Strategy (2001)

Contact: Ian Buchanan, Sandra Malcic

York Region is recognized as a leader in proactively protecting and restoring our natural environment. However new measures are needed to deal with new challenges.

Significant achievements have been realized through the Greening Strategy

The Greening Strategy has developed strong roots through partnerships, education, stewardship, environmental protection and rehabilitation and policy development. It is a program that continues to grow.

- Information Management: The importance of maintaining a current digital environmental database is important in conserving natural features. Ensuring that information is available to stakeholders and the public serves to promote and educate about natural heritage systems and what the Region is doing to protect and enhance it.
- Naturalization and Rehabilitation: The Region is committed to creating and rehabilitating natural areas through the Greening Strategy in partnership with a variety of organizations.
- Securement of Priority Greenlands: variety of strategic land securement in partnership with other organizations ensures a healthy and natural heritage system for current and future generations.
- Education and Promotion: Awareness of the value and benefits of our natural resources is an essential factor towards securing a healthy natural heritage system for future generations.
- Regional Operations: Through the Greening Strategy, the Region seeks to continually expand and improve our protection and enhancement of the natural environment while providing the necessary infrastructure and services to our residents.
- Urban Forest: The urban forest plays a significant role in enhancing our natural environment. Trees provide many environmental benefits such as oxygen productions, aesthetics, and temperature moderation - in addition to enhancing the quality of life in our Region.
- Green Partnerships: Partnerships continue to be critical to the delivery of every aspect of the Greening Strategy. Our achievements involve all levels of government including area municipalities, stakeholders, NGOs and community groups.
- Protecting clean land, air and water requires a strategic and coordinated approach because, ecologically, actions that improve one area (land, air or water) have benefits for others.
- Turning innovative ideas into reality takes time. The next steps for the Greening Strategy involve its further development through corporate co-operation, communication, partnerships and continued implementation of innovative ideas.

Natural Heritage Discussion Paper/Strategic Directions (2008)

Contact: Karen Antonio-Hadcock

- growth in York Region has the potential to place considerable additional pressure on the Region's natural heritage system.
- Ensuring a strong, robust natural heritage system integrated into the new, and enhanced and restored in the Region's intensifying urban areas is key.
- Healthy Natural heritage system contributes to healthy communities, a strong economy and a sustainable Region.

The approach to natural heritage planning is based on these key principles:

- Ensuring Sustainability of York Region's Natural Heritage System
- Raising awareness for the importance of Natural Heritage System
- Creating new and nurture existing partnerships in natural systems planning
- Integrating natural heritage goals and infrastructure planning, design and construction
- Identifying action areas for implementation

Natural Heritage System planning requires the protection of remaining areas and restoration of degraded areas, with the goal of enhancing and strengthening the Natural Heritage System

Systems Approach to natural heritage;

- Core Areas identified by features and functions;
- Connection of cores through integrated strategic linkages to form a network of core and corridor areas;
- Strengthening the system through strategic restoration and enhancement to improve size, shape, and biodiversity; and
- System is for a range of uses; natural protection and human health and recreation.

Recommendations:

- Natural heritage protection should be updated, based on a systems approach of linked core areas which are connected beyond York Region (Toronto, Peel, Durham, Simcoe);
- There needs to be a better integration with Natural Heritage System features, function, and goals for the system with infrastructure planning;
- We need to have measurable targets for the system; limits to impacts that the system can withstand (carrying capacity); a simple approach to implement the targets, annual reporting; and
- The treatment of the natural heritage system within the new (whitebelt) communities of the Region is going to be critical in determining the overall success and health of the system

Natural Heritage Action Areas:

1. Update our Natural Heritage System.
2. Incorporate The Greenbelt Plan Into The Regional Official Plan.
3. Make Connections in New Communities.
4. Restore and Strengthen the Natural Heritage System.
5. Adopt a New Approach to Infrastructure.
6. Establish a Regional Trail Network.
7. Advance the Greening Strategy.
8. Continued Awareness and Dialogue.

Best Practices for New Communities (2008)

Contact: Karen Antonio-Hadcock

- New communities must be complete: address all life stage needs of all residents of the Region
- York Region's communities will be different than existing communities with respect to density, housing form, liveability, waste, energy, transportation, health, live-work relationship
- Opportunities to live, work and play in the same community
- Acceptable and affordable housing with range of housing types, forms and tenures
- Protects and enhances a linked natural heritage system
- Provides range of quality human services including education, social, health, arts, culture, and recreational facilities
- Provides better live-work opportunities
- Community design that promotes active lifestyles, human interaction, safety and accessibility
- Protects heritage and culture
- Provides safe, accessible mobility systems that prioritize pedestrian and cycling connections, public transit and streets
- Access to locally grown food
- Community core areas with centrally located local services
- Designed to be energy and water efficient
- Building sustainable communities must address both land use and the built form.
- More dense than traditional YR communities
- Ensure a high quality of life for its residents and workers
- Minimize energy use
- Reduce land consumption by ensuring efficient use of land
- Provide a mix of housing options for all ages, abilities, and household types
- Minimize waste
- Integrated planning process
- Reduce potable water use: harvest rainwater, recycle water, reuse greywater, maximize on site stormwater infiltration, use green roofs
- Incorporate green buildings: certified LEED, Energy Star, etc
- Design neighbourhood to optimize energy: passive solar, district energy systems, on-site renewable energy systems

Future Action

- Leadership is necessary; demonstrate leadership[and commitment to sustainable communities initiatives by piloting best practices, and build municipal capacity for sustainable community features
- Be an Advocate for legislative and regulatory changes which would enable the development of more sustainable communities
- Engage partners in assisting in the implementation of best practices
- Create strong and clear criteria for sustainable community development
- Evaluation and Recognition: projects and decisions benefit from a sustainability evaluation criteria and/or decision making tool and recognition of innovation

Corporate Air Quality Strategy (2008)

Contact: Michael Lithgow

- York Region is committed to addressing air pollution and climate change by pursuing initiatives that will reduce emissions of smog precursors (or criteria air contaminants) and greenhouse gases
- Improving air quality by addressing Regional activities that contribute to emissions.
- Link between climate change, air quality and human health.
- Taking action to reduce emissions in Regional activities and operations, both directly through energy conservation (e.g. building retrofits) and through Regional strategies that influence emission reductions (e.g. promoting and supporting public transit)
- Goals include improvements in air quality, reductions in criteria air contaminants and greenhouse gases, and leadership in environmental initiatives related to emissions.
- Co-ordinated effort was necessary

Principles:

- Ensuring that climate change and air quality are corporate priorities
- Building on and supporting ongoing regional initiatives
- Identifying New Clean Air Initiatives
- Collaborating with Regional Stakeholders
- Measuring and Reporting Our Success
-

Recommendations:

- Continuous improvement on air quality and reduction of greenhouse gas emissions
- Establish committee
- Prepare climate change adaptation strategy
- Complete clean air action plans and set targets for each action plan
- Monitor progress and report results
- Evaluate through triple bottom line analysis
- Indirect and direct emissions to be reported annually
- Use \$\$ savings on energy retrofits to fund regional clean air initiatives
- Options such as emissions trading and carbon offsets be examined to finance and showcase clean air initiatives

Corporate Energy Plan (ongoing)

Contact: Mike Lithgow, Barry Crowe

- Bill 150, the **Green Energy and Green Economy Act, 2009**, pending Regulations, will require all public agencies to **prepare an energy conservation and demand management plan** summarizing annual energy consumption for each of the public agency's operations and a description of the expected results of current and proposed conservation activities.
- Requires public agencies to:
 - a. Report on energy consumption for each of the public agency's operations
 - b. Prepare an energy conservation and demand management plan
 - c. **Achieve prescribed targets** and meet prescribed energy and environmental standards
 - d. **(this is also in the WOWCA)**
- Act will also set out through Regulation a prescribed energy reduction target for all public agencies. In 2009 and throughout 2010, the Strategic Initiatives Branch of the Chief Administrative Office has embarked on a project to better understand and prepare for the implications associated with a mandated reduction target. This work involves:
 - a. Refinement of the current corporate baseline of energy consumption to account for all aspects of energy in the delivery of our services, including fuel use for corporate fleets (transit, police, EMS, Roads, employee vehicle use for Regional business);
 - b. Forecasting of energy required to meet the growth mandate under the *Places to Grow Act*;
 - c. Financial modeling of the cost implications associated with reducing against a target;
 - d. Development of a suite of initiatives to reduce consumption relative to possible reduction targets.

Key Initiatives:

The Strategic Energy Plan has been developed upon the Region's Energy Management Framework which addresses key components of a successful and effective energy management program:

- Climate Change and Sustainability: The Region will incorporate energy use, criteria air contaminants, and **greenhouse gas emission considerations into all aspects of decision making process.**
- Each department to **establish individual targets** as part of the development of their separate Energy Management Plans. The departmental **Energy Management Plans** are to align with the recommendations outlined in the Regional Strategic Energy Plan
- Energy Use: The Region will **reduce its energy demand by** improving the energy efficiency of facilities and promote conservation.
- Sustainable Infrastructure / Buildings: The Region will **promote sustainable infrastructure practices** to increase liveability and reduce energy and resource consumption.
- **Reporting, Education, and Awareness:** The Region will enable staff to be actively involved in Region's energy efficiency objectives by empowering them with the information they need to make meaningful contributions.
- All departments **provide a sustainability analysis in regional decisions, recommended** to include energy use, criteria air contaminants, and greenhouse gas emission implications in staff reports to

provide Council with necessary information to account for sustainability impacts in making Regional decisions.

- Corporate Services to review energy from waste potential to offset energy procurement from traditional energy supply sources. Determine if the energy generated from two project initiated in the Region (Energy-from-Waste facility in partnership with Durham Region and Dongara Pellet Factory) can be utilized to supply internal operations and facilities. (**great example of integration and synergies from different business areas**)
- Finance to build upon its adoption of the GIPPER guidelines to formalize and mandate a centralized procurement **program of green products and services** for the Region to encourage and promote the use environmentally responsible products, services, and suppliers. Guidelines to offer premiums for green services (currently, premiums exist for green products).
- Corporate Services to explore additional opportunities for **renewable technology pilot projects** and programs that can further advance the Region's energy conservation measures through innovative initiatives. Corporate Services to mandate that LEED standards be applied to all new Regional facilities over 500 m², with no exceptions.
- To become truly energy efficient, the Region understands the requirement to change technologies

Recommendations:

1. The Region will incorporate energy use, criteria air contaminants, and greenhouse gas emission considerations into all aspects of decision-making process.
2. The Region will continue to build upon the Energy and Environmental Management System for efficient monitoring and verification of energy utilization across all departments. The Region will manage its procurement of energy in an economical and efficient manner.
3. The Region will reduce its energy demand by improving the energy efficiency of facilities and promote conservation.
4. The Region will promote sustainable infrastructure practices to increase liveability and reduce energy and resource consumption.
5. The Region will enable staff to be actively involved in Region's energy efficiency objectives by empowering them with the information they need to make meaningful contributions.
6. The Region will promote action from Regional departments and other orders of government.

Integrated Waste Management Master Plan (RFP 2011 target completion 2012)

Contact: Bonnie Anderson

- 25 year strategy with detailed work plan for the first 5 years and in 5 year intervals for years 10, 15, 20 and 25
- Go beyond traditional long term strategies (which focus on diversion) by presenting leading edge, integrated waste management solutions that secure the Region's leadership role in waste management
- Outcomes must:
 - Meet the growing needs of the Region and the Local Municipalities
 - Meet sustainability principles that balance environmental, economic and social (resident) factors
 - Be flexible enough to adapt to the rapidly changing environment
 - Align solid waste with other master plans and strategic documents
 - Secure our leadership role in waste management
 - Meet requirements set out in MOE Best Practices document on Waste Management
Published on: June 12, 2007 (Policy Statement was never finalized, but is considered a best practice by the MOE)
- Examine internal waste management practices
- Moving beyond diversion (which has been the previous focus) to reduction and reuse
- ICI, MURB and school boards, where Region/locals do not currently have a significant role
- Use sustainability lens to make waste decisions (previous strategies did not do this)
- Identify trends in blue box composition
- Goal to foster behavioural changes to maximize waste reduction, reuse, recycling and energy recovery
- Existing joint strategy between Region and locals works toward a waste diversion system that results in minimal waste requiring disposal in landfill; integrated system includes recycling, separated source organics, composting, safe recycling, disposal of household hazardous waste and mechanisms that encourage the reduction and reuse of waste, and includes the implementation of WDO and other strategies
- Lansink's Ladder specifically acknowledges the Zero Waste philosophy of environmentally conscious product design and puts it into context with other waste management options as shown below:
 - Prevention
 - Enhanced Design for Reduction or Reuse
 - Product Reuse
 - Material Recycling and Composting
 - Resource Recovery
 - Disposal via an Energy-from-Waste Facility
 - Disposal via Landfill
- Emphasis on education, public education and engagement
- Advocacy strategy and strategy for adapting to legislative changes
- Work with manufacturers, etc. to reduce packaging – extended producer responsibility

Climate Change Adaptation (2011 target)

Contact: Laura Atkins-Paul

- YR needs to consider climate change because people, property and infrastructure systems will be at risk including:
 - Water and waste water systems
 - Transportation systems
 - Energy systems
 - Health care, human services, and public health
 - Emergency response capabilities
- Infrastructure design standards may not provide accurate guidance for building or maintenance; based on past modelling for storm standards and weather
- Increased need for maintenance and upgrades because exposed to more extreme events
- Water and waste water networks may need to accommodate both more intense and frequent rainfall events as well as droughts
- Impact on natural systems
 - Alter ecosystem life cycles
 - Water resources under stress; Greater demand for water takings
 - Warmer temperatures, decline in Great Lakes health, more evaporation, less spring runoff and less ice cover
 - Reduced summer water levels due to reduced rainfall
 - Higher impervious surfaces, less flood absorption of natural systems, increased erosion, flooding, runoff polluted with nutrients, pesticides and other toxins
- Impact on human services
 - Medical system, public health, and social services, emergency shelters
 - Increased need to respond to emergency management of vulnerable populations, like seniors, homeless, during more frequent extreme weather days
- Human Health Impacts
 - Vector borne diseases
 - Droughts and flooding impact drinking water quality and quantity
 - Impacts of extreme weather events
- Preparedness:
 - Adaptation
 - Resiliency
- Implications on how we plan communities and deliver services

Climate change impacts:

- The way we plan our communities and deliver services
 - Resilient infrastructure, resilient communities
 - Communities can assist with mitigation: energy/water management
- Human Health
 - Ecosystem Health

Building on Climate Change discussion paper in 2008, a Climate Change Adaptation Strategy is being prepared in 2011.

Strategy: will include an inventory of mitigation and adaptation and a gap analysis of them; risk management analysis and cost-benefit analysis.

Common Themes from All Documents

- Region should be a leader
- Issues are interrelated: housing, transportation, economy, environment, demographics
- Decisions and standards are based on integrated sustainability framework.
- Need co-ordinated response
- Conservation, efficiency, prevention first
- Need to examine bigger picture
- Examine alternative solutions
- Region should provide the highest quality service that YR residents expect
- Innovation, innovation, innovation
- Respect natural and cultural heritage
- Protect community well being and quality of life
- Services should be integrated
- Services should be provided in a financially responsible way
- Need adequate funding sources
- Communicate better with our residents, businesses and partners
- Conduct monitoring, performance measurement and adaptive management, and continuous improvement toward sustainability
- Region should work in close partnership and collaboration with local municipalities, service providers, and others
- Transparency, equity, and accountability
- Further encourage communications, consultation, and public engagement
- Support our economic well being
- Implementation is key.
- Flexibility, adaptability, and the ability to change and adapt to new technology and trends
- Synergies in looking at things as a system (i.e., water and waste water, water efficiency is energy efficient, can also be said for many other things... green buildings, transportation and housing, etc.)
- A new economic structure with indicators which reflect healthy people, planet and economy.
- Intelligent information systems; develop correct and reliable information sources and systems to assist in making good decisions.