

Business Services

2023–2026 Business Plan
and 2023 Budget

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Executive Summary

Mission: Provide trusted, cost-effective, and responsive business support across the organization so Peel Region services achieve the outcomes that matter most to residents and businesses.

Services we provide:

Business Services is made up of nine teams that provide shared services to the entire organization. This value creating partnership enables reliable supports to Peel Region services so they can focus on what matters most – getting the job done for our community. Business Services consists of: Culture and Inclusion, Climate Change and Energy Management, Finance, Human Resources, Communications, Procurement, Legal Services, Internal Audit, and Corporate Strategy.

Interesting facts about this service:

- Managed \$3.1 billion in working capital, reserve and reserve funds achieving an annualized 4-year investment return of 2.77% outperforming the industry benchmark while achieving a “Triple A” credit rating for 27 years in a row
- In 2021, oversaw 2,764 new employee recruitments representing an 87% rise from 2019 as workforce capacity was needed to support COVID19 response and community vaccination programs
- In 2022, expanded social media reach to 120,000 followers and successful campaigns reached upwards of 2.4 million people and Peel Region became the number one municipal YouTube channel in Canada with 18 million lifetime views
- In 2021, conducted 766 procurements of goods and services with a value totalling over \$1.3 billion

Highlights of the Business Plan include:

- Accelerating climate action to manage \$36 billion in assets for climate risk and to reduce corporate greenhouse gas emissions
- Developing Peel Region’s Diversity, Equity and Inclusion Strategy, Indigenous Truth and Reconciliation Action Plan, Observance and Recognition Policy, as well as increasing socio-demographic data collection to inform inclusive services
- Addressing labour market challenges through attraction and retention strategies that focus on diversity hiring practices
- Advancing Peel Region’s digital service strategy
- Supporting mental health and well-being for employees
- Implementing a new Enterprise Resource Planning (ERP) system that will boost the efficiency of core business processes

Net Investment (\$000s)	2023	2024	2025	2026
Operating	13,140	17,010	13,002	9,361
Capital	4,275	3,400	4,400	3,400
Full Time Equivalents	531.0	533.0	533.0	533.0

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To enable the delivery of excellent Peel Region services.

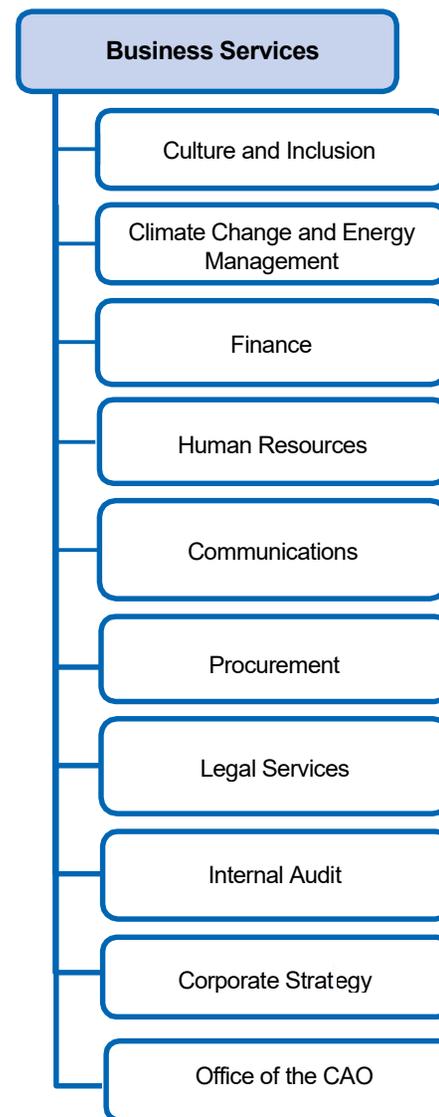
Mission

Provide trusted, cost-effective, and responsive business support across the organization so Peel Region services achieve the outcomes that matter most to residents and businesses.

Goals of Service

1. Ensure that residents and business have the information they need and channel of their choice to access Peel Region services
2. Ensure accessibility, diversity, equity and inclusion is embodied in our workforce and services so they reflect the community we serve
3. Embed a climate change lens across all services to reduce our carbon footprint and create a climate ready municipality
4. Develop, deliver, and administer corporate-wide policies, by-laws, and processes that ensure compliance with legislation, regulations, and quality professional standards
5. Enable workforce strategies that attract and retain healthy and engaged employees in today's competitive labour market
6. Drive sustainable business value and risk management through financial, legal, audit, and strategic continuous improvement advice

Service Delivery Model



Culture and Inclusion. Provides supports that enable accessibility, diversity, equity and inclusion to be embraced and practiced in the workplace and embedded in services provided to residents and businesses.

Climate Change and Energy Management. Provides the expertise and capacity to transition Peel Region services to meet the outcomes of the Climate Change Master Plan.

Finance. Provides strategic financial advice and support to Peel Region services and Peel Housing Corporation (Peel Living) that ensure the long-term financial sustainability of Regional services. This includes financial planning, budgeting, analysis, reporting and accounting, in addition to insurance services, treasury management, and enterprise asset management.

Human Resources. Provides recruitment, payroll, benefits, safety and wellness, professional development, and policy and labour related services that support a healthy and engaged workforce.

Communications. Provides strategic communications advice that keep residents and businesses informed of Peel Region services. This includes the multi-channel Customer Contact offering service by phone, email, social media and in-person interactions.

Procurement. Procures all goods and services on behalf of the organization, including Peel Housing Corporation (Peel Living) and the Peel Regional Police Services Board, as well as administers the P-Card and vendor performance management programs.

Legal Services. Provides expert and proactive legal advice and services, including representation at court and tribunal hearings, completion of agreements and real estate transactions, and the prevention and management of claims and disputes.

Internal Audit. Situated within the Office of the Chief Administrative Officer (CAO), provides objective and independent assessment of risk management practices as well as value-add advice and assurance services.

Corporate Strategy. Coordinates organizational alignment to Peel Region's Strategic Plan, business performance and project management standards as well as the Continuous Improvement (LEAN) Program.

Service Levels and Trends

Service Levels

The delivery of Business Services is carried out through organization wide supports that are informed by the following service levels and targets.

Climate Change Master Plan. Delivering on 20 actions and 66 activities from the plan to manage \$36 billion in assets for climate risk and reduce corporate greenhouse gas emissions by 45% below 2010 levels by 2030.

Creating a robust workforce. Placing 1,900 employees in job vacancies, delivering comprehensive wellness initiatives and mental health resources, as well as the negotiation of four collective agreements.

Communicating and engaging with the community. Providing residents and business with up-to-date information via Peel Region's website, Peelregion.ca, with a reach of 21 million views, 120,000 social media followers, and 25,367 Twitter posts.

Financial planning and reporting. Supporting the development and monitoring of the \$2.7 billion operating budget, \$1.1 billion capital budget, including budget documentation.

Overseeing funding sources. Aiding federally and provincially funded services in the planning, management, and reporting of almost \$700 million of funding from upper levels of government.

Trends

Fostering diversity, equity and inclusion

The need for diversity, equity and inclusion to be woven into Peel Region's practices as an employer and in service to the community is growing stronger. This includes increased knowledge and support for our workforce, a renewed relationship with Indigenous communities, as well as redesigning service delivery with an inclusive lens.

Growing risks to mental health and wellbeing

One in five Canadians experience mental health issues every year. Peel Region's workforce will require continued investment in wellness and mental health supports.

Tackling the climate emergency

The climate emergency has serious environmental and socio-economic implications for Peel Region services, our residents, and businesses. Acting now requires bold steps to manage the impact of increasingly severe weather episodes, deeply reduce greenhouse gas emissions and foster a rapid transition to low carbon energy use.

Navigating legislative uncertainty

Peel Region continues to experience a rapidly changing legislative environment as all levels of government determine what support will be needed in a post-COVID-19 world. The change of existing legislation and introduction of new regulatory requirements creates increasingly complex challenges for Business Services.

Mounting inflationary and supply chain pressures

Inflation for operating and capital expenditures has increased costs significantly over the last year with heightened inflation expected to continue into 2023. Supply chain challenges and market volatility have also impacted Peel Region's ability to buy goods, adding increased complexity to procurements and contracting matters. This has also resulted in the need to develop a new Procurement Bylaw that will maximize value for money, modernize procurement practices and respond to market and supply chain challenges facing Peel Region's \$1.3 billion annual procurement program.



Greater multi-channel service options

Residents and businesses are looking for information and the ability to conveniently access services through digital channels as well as conventional preferences like phone calls. A mix of service options to suit all resident preferences will be needed.



Access Peel at 7120 Hurontario Street.

Performance Measures and Results

Peel Region is committed to delivering services economically and efficiently. The following performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

Budget Variance. The variance between the year-end operating results (surplus or deficit) compared to the overall net operating budget. The target is to manage the variance between plus or minus 3% of the overall net operating budget. This performance measure was achieved for the year end December 31, 2021, with a budget variance of 2.5%

Request for Proposal (RFP) Cycle Time: The target is to complete the RFP procurement processes within 71 days from the time of receipt of completed specifications to the date of RFP award. This performance measure was exceeded in 2021 with an average RFP cycle time of 62 days.

Call Answer Standard: The target is a handle time of 60% of calls resolved within 60 seconds. The performance measure was not achieved in 2022 with 42% handle time for 332,517 calls in 2022. This result is being driven by increased call times and complexity, including more calls stemming from COVID-19 related inquiries.

Workforce measures: The target average time to fill vacancies so that services are not affected is 51 calendar days. While this target was achieved in 2021, it is increasingly challenging to fill vacancies due to the current job market trends and increased competition for talent.

Greenhouse Gas Reductions: The target is 45% reduction of corporate greenhouse gas emissions below 2010 levels by 2030. This performance measure is reported annually with 2021 results indicating that Peel Region will not meet the 2030 target unless significantly more emissions reductions are achieved each year. Peel is currently 32 per cent below baseline emissions. There are approximately 17,000 tCO₂e to still reduce, assuming no new emissions are added.

Awards and Achievements

Awards

International Association of Business Communications (IABC) recognized Peel Region's Communication team with a **Gold Quill Award of Merit** for their communications and media campaign for the May 2021 "Doses after Dark!" overnight COVID-19 vaccination clinic. This was Canada's first overnight clinic and set a Peel Region record for the most vaccines administered in a single clinic.

National Institute of Government Procurement (NIGP) recognized Peel Region's Procurement team with its **Outstanding Agency Accreditation Achievement Award** for the fifth consecutive term. This award recognizes excellence in public procurement and Peel Region is one of only two Canadian government agencies with this accredited distinction.

For the 27th consecutive year, Peel Region's credit rating has been affirmed as "**Triple A**" by independent external evaluators (Moody's Investors Service and S&P Global).

This is the highest credit rating a municipal government can achieve for its financial planning and management practices.



Achievements

Delivering Critical Vaccines. Hired over 2,000 temporary employees to manage over 180,000 COVID19 cases, oversee nine mass vaccination clinics, as well as community clinics that collectively delivered over 3.3 million vaccines across the municipality.

Navigating the COVID19 Emergency. Supported Peel Region's emergency response by preparing legal instruments to enable and enforce local public health measures, Orders of Peel Region's Medical Officer of Health, and delivery of the mass vaccination program.

Keeping Employees Safe. Completed 128 COVID19 occupational health risk assessments and developed 21 new workplace protocols.

Responsive Customer Service. Rapidly set up a new cloud-based Public Information Centre in just five days to address a surge in COVID19 calls from residents and businesses.

Building a Future Forward Workforce. Established new corporate policies to support flexible work, improve mental health supports, and strengthening health and safety resources to protect employees and the community from COVID19.

Promoting Equity and Accessibility in the Workplace. Refreshed the Respectful Workplace policy, new Inclusive Organizational Development Framework, updated AODA Compliance Training, and approval of a Multi-Year Accessibility Plan.

Strengthening Community Partnerships. Established partnerships with the Discover Ability Network, Black North Initiative and Pride support groups.

Continuous Improvement. Supported the completion of 31 continuous improvement initiatives across the organization generating \$5.3 million in joint cost savings and avoidance.

Electrifying Peel Region's Vehicles. Advancing the Green Fleet Strategy with 134 new hybrid vehicles along with the installation of 80 electric vehicle charging stations.

Achieving Collective Agreements. Completed seven successful collective agreements with union groups after a lengthy pause due to the pandemic.

Acquisition of Railway Lands for Trail Use. Completed the negotiation and closing of the "Railway to Trailway" transaction involving the acquisition of 51km of the former Orangeville-Brampton Railway corridor for conversion and use as a future trail connecting all three local municipalities within Peel Region.

Net Zero Emissions Buildings. Established a corporate policy and standard for constructing new buildings to meet net zero emissions that will help achieve Peel Region's 2030 climate change target.



Solar panels on a green roof at the Heart Lake Community Recycling Centre

The 2023 -2026 Business Plan Outlook

Planning for the Future

People and Culture

The expectations of today's workforce have changed. Employees are seeking greater flexibility and expect their employer to be inclusive, and supportive of their wellbeing. Mounting attrition trends combined with an aging workforce is creating an ultra-competitive labour market. To be considered an employer of choice, employers are focussing on the physical and mental health of their people, leadership, technology enablement, employee engagement and key social and environmental issues.

To respond to these changes, investments in key areas are needed:

- Continuing to implement the Diversity, Equity and Inclusion recommendations from the 2020 Workforce Census to foster an inclusive workplace where employees feel they belong.
- Advancing the Region's Psychological Health, Safety and Wellness Framework to strengthen organizational resiliency and capacity for improved well-being, which has been extraordinarily impacted due to the Region's prolonged pandemic response.
- Launching an inclusive succession management framework focused on identifying critical roles, skills, and experience within the organization, along with the talent to fill these positions.
- Modernizing the total rewards offerings for employees to ensure Peel Region can attract the talent it needs in a competitive labour market.

- Modernizing enterprise-wide human capital management technology with an emphasis on cloud-based systems.

Climate Change

The climate emergency is the single most important threat to our planet. Peel Region's 2021 corporate GHG emissions inventory is 32 per cent below 2010 levels – leaving 17,000 tonnes of CO2 equivalent (tCO2e) to still be addressed, plus any new emissions that are created. Critical investments are needed to meet the 2030 GHG emissions reduction target of 45 per cent below 2010 levels.



Electrical Vehicle (EV) charging at Regional Headquarters (10 Peel Centre Dr.)

To safeguard future generations against more frequent and severe extreme weather episodes, protect vulnerable public assets and urgently transition away from carbon fuels, key investments are needed:

- Accelerating the 20 actions and 66 activities outlined in Peel Region’s Climate Change Master Plan. As of 2022, 85% of these actions are in progress, however, Peel Region is trailing behind its plan for measurable greenhouse gas reductions.
- Implementing the Net Zero Emissions Building Standard to reduce emissions associated with Region-owned buildings and provide leadership to the community to tackle these emission sources.
- improving the understanding of climate change risk, its impacts on Regional services and assets as well as quantifying the cost to build resilient infrastructure and safeguard the community.
- Avoiding new or reducing existing GHG emissions by adding a 10% increment to new affordable housing Works-In-Progress and to the following substantial redevelopment and expansions projects so they all meet the Region’s Net Zero Emission Standard.
- Advancing the greening of our fleet through 2 new projects: Zero Emission Waste Collection Vehicle Pilot Project and enhancing EV Charging Infrastructure
- Fighting climate change also means investing in our employees, with new roles expected to embed climate action into the delivery of services and the sharing of perspectives:
 - Systems Specialist Supporting Paramedic Services
 - Indigenous Engagement Advisor

Service Delivery

The demands of omni-channel service delivery, community engagement and importance of keeping residents and businesses up to date with the latest developments in their community are intensifying. In 2022, call volumes to the Customer Contact Centre climbed to unprecedented levels. Driven by both the pandemic as well as complex call requirements, the average handle time per call is now more than 4:43 minutes.

To manage the pressure of call volumes, social media channels, website, chat and email requests from a growing Peel Region community, key investments are needed:

- Advancing new digital services that continue to move simple, routine transactions to self-service methods that offset call volume growth.
- Managing multiple online channels that are experiencing a surge in usage and now represent the basic expectations of digitally connected community.



Finding Efficiencies

Continuous Improvement

The goal of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The organization-wide program continues to mature each year, promoting LEAN practices alongside an array of initiatives aimed at strengthening service quality, employee engagement, cost savings and avoidance.

Highlights of the improvements completed include:

Enterprise Asset Management (PPE (Personal Protective Equipment) & IPAC (Infection Prevention and Control) Materials Management). Incorporates material management functionality for PPE and IPAC into IBM Maximo which improved the ability to track over \$3 million in inventory. It also provided the ability to forecast needs and set up pre-order triggers and quantities automatically.

Legal Services (Digital File Management). Transitions from paper files to digital files where possible. This resulted in a cost savings of \$25K from reduced paper use and supplies for physical files, as well as a cost avoidance of \$16K from staff time saved.

Corporate Finance (DC (Development Charges) Application Updates). Upgrades outdated software to reduce risk, streamline data entry and financial reporting, and improved retrieval of data and reporting of DC revenue activity from the local area municipalities. This also allows for accurate and complete collections and reporting of DC payment data. Increased data integrity resulted in reduced risk and improved customer service.

Sustainable Procurement. Implementation of Peel Region's Sustainable Procurement Policy, starting with the roll-out of the Supply Chain Diversity program in 2022. This will use Peel Region's buying power to achieve environmental, economic, and social benefits for the community by incorporating sustainability, diversity and social responsibility considerations into procurement processes and practices.

Procurement (Procurement Award Report Workflow). Shifts the procurement Award Report workflow process from EIM to SharePoint generating a cost avoidance of \$8K from staff time saved. This made it easier access to information, improved flexibility to change approvers.

Corporate Strategy (Priority Reporting Process). Introduction of the automated Power Apps data collection and reporting tool that streamlined the process for gathering progress and performance information on projects, resulting in a cost avoidance of \$15K from staff time saved.

Communications (Wrike Application). Adopts the Wrike application to allow staff to work remotely from any device. The application provides a central hub where all projects can be accessed and managed, resulting in a cost avoidance of \$36K from staff time saved.

Communications (Siteimprove Application). Transitions from manual management of the Quality Assurance (QA) and Accessibility for Ontarians with Disabilities Act (AODA) program to a web-based, automated system. This resulted in a cost avoidance of \$3K per year over 3 years from staff time saved. This enabled the Region to meet legislative requirements that could not be met without an automated solution.

Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies for Business Services. Through updating existing technology systems and bringing new systems online, Business Services will continue to improve service delivery and focus on increasing efficiencies, for internal business processes and for our residents as well.

Leveraging Technology to Improve Service Delivery:

Governance, Risk and Control Management System: Internal Audit will be moving to a new audit and risk management software in 2023 that will modernize processes and enhance service delivery through the integration of risk management data with internal audit results to provide enhanced reporting on risks affecting Peel Region.

Transformation of Finance Service Delivery Project: Refining the service delivery model for finance and procurement activities with the intent of enhancing service effectiveness, capturing efficiencies, and aligning to the functionality that will be provided by new Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems.

Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include office facility major maintenance at both 10 Peel Centre Drive and 7120 Hurontario Street..



Region of Peel Headquarters at 10 Peel Centre Drive

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2022 was \$13.3 million and the proposed budget for 2023 is \$13.1 million,

Net Expenditures: \$13.1 million (Total Expenditures: \$126.9 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	15,731	14,022	1,709	12%
Labour Costs	37,267	35,741	1,527	4%
Reserve Contributions	72,880	70,796	2,084	3%
Debt Charges	-	-	-	
Grant Payments	76,230	72,083	4,148	6%
Facility, IT, HR and other support costs	14,530	14,043	488	3%
Recoveries	(89,725)	(85,410)	(4,315)	5%
Total Expenditures	126,914	121,273	5,640	5%
Grants and Subsidies	(10,378)	(10,264)	(114)	1%
Supplementary Taxes	1,429	968	462	48%
Fees and Service Charges	(52,341)	(50,349)	(1,992)	4%
Transfer from Development Charges	-	-	-	
Contributions from Reserves	(52,484)	(48,338)	(4,146)	9%
Total Revenues	(113,774)	(107,984)	(5,790)	5%
Total Net Expenditure	\$13,140	\$13,289	(\$150)	(1%)

2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
2022 Revised Cost of Service	121,273	107,984	13,289	%
Cost of Living/Inflation				
Labour costs	1,728	-	1,728	
Goods and services	998	-	998	
Economic Factors				
Reduction in supplemental taxes net of increased tax appeals and non-airport payments in lieu of taxes (PILTs)	-	(303)	303	
Increase in Canada Community-Building Fund Program	3,487	3,487	-	
Increase in Insurance Premium	650	-	650	
Removal of 2022 Budget levy adjustments	(321)	-	(321)	
Base Subsidy/Recoveries				
Updated allocation to Tax and Utility services and Peel Living	(4,315)	(138)	(4,177)	
Adjustments to User Fees and other recoveries	-	224	(224)	
Cost Mitigation¹				
Savings from continuous improvement initiatives	(15)	-	(15)	
Efficiencies from the ongoing review of services	(895)	-	(895)	
Efficiencies from the ongoing review of budgets	(61)	-	(61)	
Other Pressures				
Airport (GTAA) PILTs Revenue Shortfall				
• End of Safe Restart Funding for revenue shortfall	-	(7,130)	7,130	
• Increase in GTAA PILTs shortfall	-	(45)	45	
• Funding for shortfall from Tax Rate Stabilization Reserves	-	7,175	(7,175)	
Base Budget Changes Subtotal	1,257	3,271	(2,014)	
Service Level Demand				
• Total Budget Requests ²	4,442	2,577	1,865	
• End of one-time initiative for Customer Contact Centre	(57)	(57)	-	
Service Level Changes Subtotal	4,384	2,519	1,865	
Total 2023 Budget Change	5,640	5,790	(150)	
2023 Proposed Budget	\$126,914	113,774	13,140	(1.1%)

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Two years ago, a streamlined model for internal service department structure was identified. In May 2021, the Finance department was merged with the Corporate Services department. As a result of this change, two FTE and corresponding expenses were eliminated, resulting in 2021 budget savings of \$376 thousand. In February 2022, the Service Excellence and Innovation department was merged with the Corporate Services department. As a result of this change, five FTE and corresponding expenses were eliminated, resulting in further savings of \$895 thousand reflected in the 2023 budget. These consolidations enable the Region to capitalize on the strengths of these departments and build on an already collaborative culture in the delivery of integrated internal services.

Budget Requests²

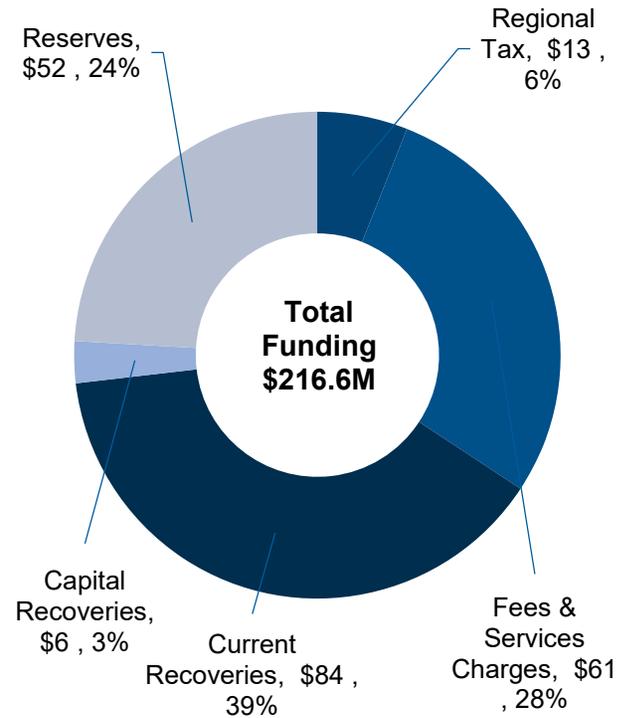
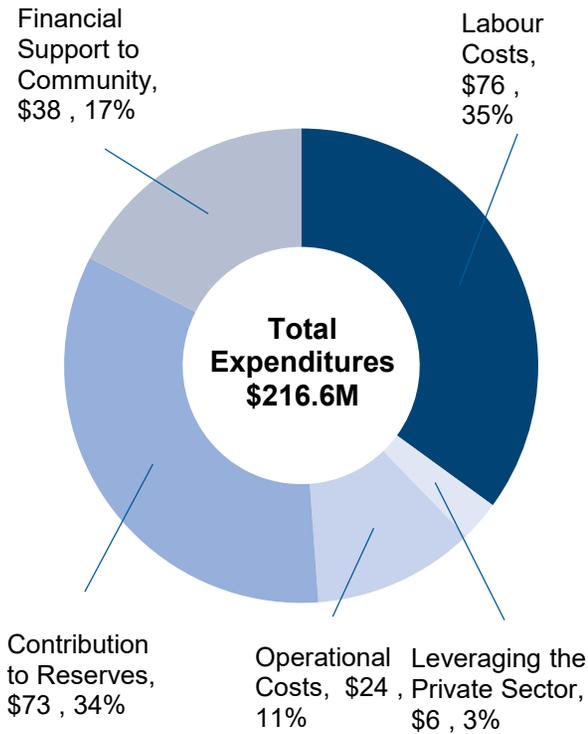
- The net impact of the proposed budget requests is \$1.865 million. A summary of the all the budget requests can be found on page N-26 followed by a two-page budget request for each proposed initiative.

Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
520.0	531.0	533.0	533.0	533.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

2023 Gross Expenditures & Funding Source (In \$M)



2023 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	121,273	126,914	4.7%	126,173	(0.6)%	125,313	(0.7)%	123,313	(1.6)%
Total Revenue	(107,984)	(113,774)	5.4%	(109,162)	(4.1)%	(112,310)	2.9%	(113,952)	1.5%
Net Expenditure	13,290	13,140	(1.1)%	17,010	29.5%	13,002	(23.5)%	9,361	(27.9)%

Note: May not add up due to rounding

- The outlook years reflect the following impact from 2023 budget requests:
 - #30 Diversity, Equity and Inclusion Implementation Plan to be phased out over 2024 and 2025
 - #34 Customer Contact Centre Reset and Recovery to be phased out in 2025
 - #38 Keeping the Workplace Psychologically Safe operationalizing in 2025
- The outlook years include two additional permanent positions in 2024:
 - Conversion of a financial analyst in the Corporate Finance division to support Peel Living due to changes in technology for both operating and capital.
 - A lawyer in the Legal Services division to support the increase in Water/Wastewater capital plan.
- It is anticipated that new technology platforms implemented through the capital program will result in additional operating costs such as licenses. A marker for these costs has been included in 2024 and 2025.
- Incremental pressures have been offset by additional recoveries from other Regional services or the capital program.
- The infrastructure levy for Community Hubs will end in 2026.
- Airport (GTAA) PILTs
 - Removal in 2024 of Tax Rate Stabilization Reserve funding for revenue shortfall
 - Airport (GTAA) PILTs revenue is anticipated to almost double in 2024 and again in 2025 when it returns to near pre-pandemic levels.
- Completion of both the Transformation of Finance Service Delivery project and the ERP future state roles and responsibilities will inform resourcing needs in the outlook years.

Proposed Capital Budget

Capital Budget: \$4.3 million (Ten Year Plan: \$41.9 million)

2023 Capital Budget Overview

The following table provides a summary of Business Services' planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	563	200	763
Externally Funded	-	-	-
Non-DC Internal	29,115	4,075	33,190
Total Expenditures	29,678	4,275	33,953
# of Projects	25	3	28

Existing Capital Projects - \$29.7M

Key highlights:

- \$11.8M for the Weaver's Hil Pacesetter climate change project
- \$7.3M for initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction
- \$2.5M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets

2023 Capital Budget - \$4.3M

Key highlights:

- \$2.2M for initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction
- \$1.9M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets

See Appendix I for details.

2023 Budget Risks

Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.

Operating Impact of 2023 Capital Budget

The investments made through the Climate Change and Energy Management project will reduce future energy costs as well as the impact of climate change.

The use of updated technology will allow for more efficient and effective operations. It is anticipated that new technology platforms will result in additional operating costs such as licenses. Where an estimate can be made, it has been included in the appropriate forecast year.

Proposed Capital Plan

2023 - 2032 10-Year Capital Plan - \$41.9M

By Project Classification:

State of Good Repair \$0.0M	DC Funded Growth \$2.0M	Non-DC Funded Growth & Other \$39.9M
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Key Highlights:

- \$22.0M – Climate Change and Energy Management (initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction)
- \$9.0M – Enterprise Asset Management Point Solutions (procurement, implementation and sustainment of Enterprise Asset Management technology solutions to support Regional assets)
- \$6.9M – Integrated Asset Management (procurement, implementation and sustainment of Enterprise Asset Management technology solution to support Regional assets)

See Appendix II for details.

Service : Business Services

Appendix I

2023 Financing Sources and Funding Status (\$'000)

2023				
Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding

<u>Project</u>	<u>Name</u>	<u>Description</u>					
187336	Integrated Asset Management	Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	1,875		1,875		
237131	Development Charge Update	Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.	100	100			
237201	Climate Change and Energy Management	Initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction. Initiatives include research, assessments, feasibility studies, pilot/demonstrations, SOGR support, ROI and program evaluation.	2,200		2,200		
237631	Growth Related Fiscal Impact Analysis	To increase the capacity to analyze external impacts, growth scenarios and recommend measures that can lead to growth in fiscal space and enhanced financial and strategic decision-making relating to growth.	100	100			
Business Services			4,275	200	4,075		

Service: Business Services

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
187336	Integrated Asset Management	Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	1,875	0	0	0	0	5,000	6,875
227113	Corporate Services Processes and Technology	Optimization and renewal of processes and Technology	0	0	1,000	0	0	1,000	2,000
237131	Development Charge Update	Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.	100	100	100	100	100	500	1,000
237201	Climate Change and Energy Management	Initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction. Initiatives include research, assessments, feasibility studies, pilot/demonstrations, SOGR support, ROI and program evaluation.	2,200	2,200	2,200	2,200	2,200	11,000	22,000
237631	Growth Related Fiscal Impact Analysis	To increase the capacity to analyze external impacts, growth scenarios and recommend measures that can lead to growth in fiscal space and enhanced financial and strategic decision-making relating to growth.	100	100	100	100	100	500	1,000
237636	Enterprise Asset Management Point Solutions	Procurement, implementation and sustainment of Enterprise Asset Management technology solutions to support Regional assets	0	1,000	1,000	1,000	1,000	5,000	9,000
Business Services			4,275	3,400	4,400	3,400	3,400	23,000	41,875

Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Increasing Corporate Resilience to Climate Change Impacts	Climate Change & Energy Management	25	1.0	0	143,845	0
Strengthening the Community's Response to the Climate Emergency	Climate Change & Energy Management	26	1.0	0	111,332	0
Improve Call Centre Telephony Stability	Communications	27	1.0	0	104,870	0
Improving Customer Service Experience	Communications	28	3.0	0	387,084	0
Indigenous Engagement Advisor	Culture and Inclusion	29	1.0	0	153,120	0
Diversity, Equity and Inclusion Implementation Plan	Human Resources	30	0.0	3.0	0	0
Improve Digital Content and Service Offerings	Communications	31	1.0	0	111,017	0
Modernization of peelregion.ca on new content management system	Communications	32	1.0	0	36,842	0
Community Focused Diversity, Equity and Inclusion	Culture and Inclusion	33	2.0	0	254,360	0
Customer Contact Centre Reset and Recovery	Communications	34	0	5.0	0	0
Increased Diversity Communications	Communications	35	2.0	0	232,440	0
Supporting Workforce Growth	Human Resources	36	1.0	0	107,564	0
Strengthen Digital Services	Communications	37	2.0	0	222,662	0
Keeping the Workplace Psychologically Safe	Human Resources	38	0	0	0	1,000,000
TOTAL			16.0	8.0	1,865,136	1,000,000

Budget Request #: 25

Proposed Initiative	Department	Division	Service Area
Increasing Corporate Resilience to Climate Change Impacts	Corporate Services	Climate Change & Energy Management	Climate Change

Description of Budget Request

This position significantly contributes to closing knowledge and implementation gaps for efficiently assessing climate risks to infrastructure, establishing adaptation strategies or standards and informing climate emergency preparedness. The Adaptation Advisor has subject matter expertise and project oversight for prioritizing resiliency investment, frame the social-environmental benefits and limit escalating risk exposure that may interrupt service delivery and incur significant financial cost.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	143,845	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	143,845	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	143,845	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

Climate adaptation is an urgent but emerging practice requiring expert knowledge to strategically and efficiently guide how the Region adapts its \$36B worth of infrastructure. Consistency in adaptation strategies, clear prioritization metrics and strong internal collaboration builds confidence and strengthens decision making. Climate risks are escalating: accelerating adaptation now for social-environmental and economic benefits signals investments in a resilient, inclusive and safer future.

Details of Service Change

With extreme weather events becoming more frequent and intense, Peel residents and businesses are increasingly voicing their expectations that Regional government adequately respond to the Council declared climate emergency. Adapting infrastructure to climate risk is a critical response gap. Climate change adaptation is a new pressure that needs to be holistically and expertly integrated across all Regional services. This includes providing Service Areas with clarity on the extent of climate risk exposure to assets, provision of costed adaptation strategies and an agile framework for prioritization as the Region grows and climate hazards increase in complexity. The adaptation strategies will evolve into resiliency standards and target setting for new construction and State of Good Repair capital projects to measurably manage climate risk in the near and long term. In cases where climate change risk cannot be fully managed through capital or operations and maintenance programs, climate resiliency must be accounted for within the Region's emergency response plans going forward. A Climate Change Adaptation Advisor is currently in an overfill contract position. Making this position permanent will not only keep momentum on closing the adaptation gap, strengthen organization-wide coordination and effectiveness but also ensure a timely road map for responsible, innovative and equitable investment in a safer, more resilient future for all Peel residents.

Service Impact

- a) A climate change adaptation program is developed to provide consistent and informed guidance on the Region's adaptation needs.
- b) Scope of works, feasibility, performance metrics and design planning and construction are informed by an adaptation subject matter expert.
- c) Climate Change Enterprise Risk Assessment and Adaptation Tool is completed to inform specification, prioritization and costing to improve resiliency of assets in response to climate change.
- d) Green Infrastructure asset inventory and condition assessment is completed to understand what assets the Region currently owns and maintains and inform asset management decisions and future needs.
- e) Apply knowledge of flood and heat resiliency best practice and studies to inform emergency response planning to extreme climate events.
- f) Completion of exploratory research and pilots to adjust/maintain/improve levels of service in the midst of a climate emergency.

Budget Request #: 26

Proposed Initiative	Department	Division	Service Area
Strengthening the Community's Response to the Climate Emergency	Corporate Services	Climate Change & Energy Management	Climate Change

Description of Budget Request

This position is a point of strategic contact for the growing collaborative climate network; it examines the needs and opportunities of partners, provides recommendations to advance high impact climate initiatives and produces clear, plain-language reporting on collective achievement. The Climate Change Specialist has subject matter expertise and research skills to respond to a larger volume of evolving climate legislation, translate implications of new practices and complete grant applications.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	111,332	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	111,332	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	111,332	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

The Region must accelerate climate change action. This position contributes to that imperative by investing in both current and new partnerships to foster innovation, deepen stakeholder engagement and leverage a growing suite of funding opportunities. Transparent climate reporting, based on the best available research and practice, will further demonstrate to residents that the Region is transforming to a low carbon and safer community.

Details of Service Change

The Climate Emergency is mobilizing more players in the community and upper levels of government are incentivizing a wider range of climate and energy funding programs. The Region's enabling role in community transformation must continue with renewed focus on improving coordination of the growing collaborative climate network while ensuring sufficient capacity and expertise to respond to increasing demand for internal and external climate services. Services include providing a point of strategic contact into the Region to effectively connect stakeholders and report on collective impact, conduct in-depth climate change research on evolving policy or practice, inform advocacy positions with greatest strategic impact, manage local climate data and information on Regional climate action, and apply for partnership-based grant applications. No government can succeed alone; and as communications with community partners strengthen, so will the likelihood of innovative funding partnerships that optimize and increase the reach of the Region's climate change budget. The Climate Change Specialist is currently an overfill contract position and key to strategic relationship maintenance. Establishing the position as permanent leverages these existing relationships, retains valuable climate expertise while ensuring capacity to coordinate with new community partners, accelerate innovation, and communicate measurable collective and Regional impact to external funders, Council and the public.

Service Impact

- Support the Peel Climate Change Partnership and an expanded community climate change network to increase community capacity, knowledge and empowerment;
- Primary point of contact for staff at municipalities, conservation authorities, and existing/emerging environmental non-government organizations
- Support strategic alignment and synergies of the Region's Climate Change Master Plan for greater efficiency of plan implementation and influence on community transformation
- Complete external grant applications for partnership-based project funding
- Lead advocacy responses to climate change posts on the Environmental Registry of Ontario.
- Support the compilation of data and performance indicator development for improved annual progress reporting on collective and the Region's climate action.
- Support the 2025 refresh of the Climate Change Master Plan
- Research and develop education content and capacity building for Region of Peel staff to support a transition to climate change financial disclosure
- Support key climate change initiatives identified in the Region of Peel Official Plan Amendment

Budget Request #: 27

Proposed Initiative	Department	Division	Service Area
Improve Call Centre Telephony Stability	Corporate Services	Communications	Business Services

Description of Budget Request

The purpose of the service level change is to provide a centralized, consistent approach to managing the Five9 call center telephony system across the Region of Peel. The Five9 system is the Region's platform for call centers providing frontline service delivery. The Five9 coordinator will maintain and implement changes, ensure business continuity, and consistency of practice through standardized language, improved first call resolution and call routing for all centers using Five9.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	104,870	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	104,870	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	104,870	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

This position will enable consistency and plain language (accessible) messaging across all Regional call centers through a single voice. This change will also provide clarity and transparency for call center service standards. The creation of this position also aligns with the Service Experience Optimization roadmap. The end goal is improving overall customer experience and ease of access to Regional services.

Details of Service Change

The Customer Contact Center (CCC) owns and manages the Five9 platform. The Five9 platform is the call center technology of choice at the Region of Peel. It is a leading multi-channel cloud based platform that enables agents to communicate with residents via phone, email, chat, Short Message Service (SMS) and social platforms. Five9 is currently used by five call centers at the Region with plans to expand to additional call centers in the upcoming year. The Five9 suite also includes quality monitoring and workforce management tools.

A new position is needed to standardize operations, administration and maximize efficiency. Standardization is crucial to operations as call routing relies on a consistent service delivery approach; without consistency call centers will have competing priorities resulting in impacts to the resident experience and loss of data integrity. The technical knowledge and depth of understanding needed for the administration of Five9 requires a dedicated role. This position will set up new accounts/users, create new phone routing /skills/queues (for incoming calls), obtain licenses from the vendor, training, demos, SLAs, metrics, and data reporting.

Service Impact

By creating a position at the Customer Contact Centre, accountability for system administration will be centralized in a single area. This role will complete audits of call centres to ensure proper use of Five9 licenses, resulting in an increased efficiency from 50% to 90% over the next four years. The Coordinator will also increase the collection of data over four years from one to five call centers through Five9 and report on performance against service standards in consistent and transparent manner. The coordinator will work with the vendor on behalf of the Region to ensure system up-time is maintained at 99% and achieves the expectations of users and the residents of Peel. This single point of contact will provide support to call centres as a subject matter expert, trouble shooting, vendor engagement and release updates to ensure features are implemented to maximize value. The positive abandonment will be tracked, and changes made to the IVR to provide callers with upfront information to deter callers from needing to speak to an agent. Callers will receive what they need upfront. The goal is to increase the positive abandonment from 16% to 20% and reduce talk time.

Budget Request #: 28

Proposed Initiative	Department	Division	Service Area
Improving Customer Service Experience	Corporate Services	Communications	Business Services

Description of Budget Request

The Service Experience team will continue the work of the Service Experience strategy. The team will set, maintain, and clearly communicate our customer experience vision and goals. It will lead development of a customer-centric culture by embedding customer experience principles into the organization at all levels. This team will help build a customer-centric culture to deliver on our service commitment through a coordinated, deliberate approach to customer experience.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	387,084	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	387,084	-	-	-
Reserves (Specify)	-	-	-	-
External Funding (Specify)	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	387,084	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	3.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

Service Experience will complete the first phase of the strategy by the end of 2022, delivering 32 initiatives. That's in addition to supporting the COVID-19 response and delivering the Contact Centre Optimization and Advancing Digital Service Delivery projects. But the work is not done. We will build a customer-centric culture to deliver on our service commitment, measure progress, and improve service delivery, while formalizing accountability for customer experience.

Details of Service Change

Service Experience is a coordinated, intentional effort to understand customer expectations, set our targets, and get everyone moving in the same direction, believing in the value of customer experience (CX). The work so far has demonstrated clear impact and tangible benefits. A dedicated team of staff focused on this work is a natural evolution as we move from building a framework to embedding customer-oriented thinking into all our operations, through strategy, research, training, capacity building and service improvement. The team will gain a more nuanced understanding of our customers, including behaviors, pain points, decision drivers, and moments that matter. We can better prioritize our initiatives and deliver services that meet the needs of our customers.

The Service Experience team will be located within the Communications division, reporting to the Director. This work feeds into our brand development and implementation, so locating it here will maximize effectiveness. The team will consist of the three positions initially approved to implement the strategy: frontline staff who have accountability for the customer experience.

Service Impact

Key deliverables of the Service Experience team include:

Introduce real-time customer feedback measurement for digital and in-person services; Centralize and standardize reporting and dashboards to share customer feedback; Add context to customer feedback data so it leads to action; Centralize complaint reporting into a single platform to discover and track systemic issues; Use complaint data to identify trends and process improvements; Develop customer service training for all employees; Define digital service standards and incorporate into project management gating; Maintain the digital services inventory; Collect and manage customer satisfaction with our digital services and content; Solicit employee feedback for improving the customer experience; Share customer feedback with employees; Align employee competencies and performance management with our customer experience vision; Share customer success stories; Continue to create and promote content on the Service Experience Pathways site; Publish the Service Experience Annual Report; Support Term of Council Priority target setting and progress reporting; Create a customer experience dashboard for public view.

Budget Request #: 29

Proposed Initiative	Department	Division	Service Area
Indigenous Engagement Advisor	Corporate Services	Culture and Inclusion	Diversity, Equity & Inclusion

Description of Budget Request

The Indigenous Engagement Advisor (IEA) will lead the Region of Peel's efforts to establish and strengthen relationships with Indigenous communities. The IEA will lead the Indigenous community engagement process and develop and implement the Region's Truth and Reconciliation (T&R) action plan. The Indigenous Engagement Advisor (IEA) will be a shared role between Culture & Inclusion and PAMA and will support all departments through the process of engagement.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	153,120	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	153,120	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	153,120	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

The Region of Peel (ROP) is invested in building meaningful relationships with Indigenous community members that live, have treaties, land use areas within ROP boundaries. Through Mass Vaccination Program, Indigenous engagement has started. To act on T&R recommendations, which have evoked synergistic calls for climate justice, development of a sustainable approach to meeting the needs of Peel's indigenous communities is required.

Details of Service Change

The Indigenous Engagement Advisor (IEA) will be filled hired by December 2022 in order to participate in community consultations and other activities that will enable them to begin leading key processes in January of 2023.

The IEA will:

- Take the lead on brokering meaningful partnerships with indigenous community members, work with service areas to reframe the current practice of consulting from a lens of compliance, create streamlined pathways to ongoing communication to reduce the negative impact of adhoc requests for information from indigenous communities.
- Will design a formal engagement approach for the region and will develop a truth and reconciliation action plan
- Will work with department leads to ensure ROP programs and services operate in accordance with the principles of reconciliation. They include: affordable housing and poverty reduction, public health, hiring practices and procurement, land use planning and climate action, among others.
- Will work with the Curator, Museum to bring an Indigenous-centre voice to the redesign of the Indigenous gallery We are Here, and other core exhibits as outlined in the core exhibits interpretive plan. This will include among other duties: consulting on exhibit design, assisting in the research and writing of interpretive text, and establishing community connections and identifying opportunities for engagement.

Service Impact

Service level change will be achieved through: Increased awareness and knowledge, including formal training on indigenous history and culture, traditional ecological knowledge; through relationship building and engagements with Indigenous and municipal partners and community leaders; organize and facilitate talking circles with local Indigenous community members, particularly those First Nation, Métis and Inuit individuals who have skills as historians, storytellers, and Indigenous knowledge keepers; reviewing current policies, processes and practices used to engage with indigenous communities; through the identification and removal of system barriers within policies, programs, services and processes which will act on what we hear from the community during consultations occurring fall/ winter 2022; working with indigenous leaders to build trust with these communities and creating space for open, ongoing dialogue; development of the ROP's T&R action plan that considers the connection to climate justice and the circular economy.

Budget Request #: 30

Proposed Initiative	Department	Division	Service Area
Diversity, Equity and Inclusion Implementation Plan	Corporate Services	Human Resources	Diversity, Equity & Inclusion

Description of Budget Request

In 2021, The Executive Leadership Team (ELT) approved a multi-year implementation plan to support the Region's diversity, equity and inclusion (DEI) efforts. This was in response to insights from the 2020 workforce census and 'Courageous Conversations' series. 2023 marks the second year of the multi-year plan. Good progress has been made to date and further investment is required to sustain progress. The initiatives included in this budget request support programming in wellness, learning and talent attraction.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	1,220,000	(675,000)	(545,000)	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	1,220,000	(675,000)	(545,000)	-
Reserves (General Government Rate Stabilization)	1,220,000	(675,000)	(545,000)	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	1,220,000	-	-	-
Net Impact - Tax	-	(675,000)	(545,000)	-
Net Impact - Utility Rate	-	-	-	-
FTEs	-	-	-	-
New Contracts	3.0	-	(3.0)	-

No Capital Investment Required

Why Staff Recommend this Initiative

The Executive Leadership Team approved a DEI implementation plan that identified investments over multiple years to further develop Peel as diverse and inclusive workplace.

Details of Service Change

This operating budget request supports various 2023 implementation plan items, builds on 2022 progress, and focuses on achieving specific outcomes:

A. Improve psychological health and well-being for employees - This outcome will be achieved by the implementation of targeted supports and aligns the action plan to support ELT's organizational priority – Improved Psychological Health and Safety.

1. Working Minds
2. Psychological Personal Protective Equipment (Tend)
3. Mental Health Coach (Sun Life)
4. Disability Management Support

B. Increase DEI knowledge and build skills of employees - This outcome will be achieved through the implementation of “Succeeding Together – an Inclusive Organizational Development Framework” including mandatory Diversity, Equity and Inclusion learning for all employees. This budget request builds out the elements of focus area 1.

1. The Inclusive Leader
2. Unconscious Bias Training
3. Inclusive Customer Service Training

C. Build a diverse workforce at all levels of the organization that reflects the diversity of the labour market in our community - This outcome will be achieved through the delivery of programs and services to promote talent acquisition, retention strategies and branding strategies and best practices to support and advance workforce diversity, equity and inclusion.

Service Impact

The service level changes identified in this business case will support employee and leader learning and provide support to employees in need at their time of need. It is through the targeted investment that employees will feel more supported by the organization. The learning offerings developed will build knowledge, skills, and capacity of workforce and ensure employees and leaders have a greater understanding of, and accountability for, inclusive behavior. The recruitment support will attract diverse talent to the organization and result in greater workforce diversity at all levels.

Budget Request #: 31

Proposed Initiative	Department	Division	Service Area
Improve Digital Content and Service Offerings	Corporate Services	Communications	Business Services

Description of Budget Request

This position contributes to the overall advancement of digital services at Peel, providing subject matter expertise as services are digitized to meet the modern and diverse needs of Peel residents. A key contributor to peelregion.ca, the Digital Content Designer designs web page structure, writes and edits accessible digital content, and adjusts technical language into plain language for residents, ensuring Peel's services are easy to find, and information easy to understand.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	111,017	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	111,017	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	111,017	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

A service-focused site with improved design and user experience supports the goals of advancing digital service delivery and increasing accessibility for residents. This role processes 1000+ updates annually, ensuring that content is meeting the needs of target audiences, is easy to read and comprehend, and consistent in style, tone, format and quality. As more services move online and interest in providing digital services continues to grow, so too does the need for digital content design.

Details of Service Change

This position was established as a temporary contract in 2018 due to the rapid growth of digital channels, increased demand for online services by residents, and implementation of Accessibility for Ontarians with Disabilities Act (AODA) legislation. The digitalization of processes, improved front-end digital service, and better customer experience are paramount in the advancement of Peel's digital service delivery. Continuous enhancements and service improvements to peelregion.ca will lead to improved service delivery to residents, improved tools and support for staff, optimized service processes and cost saving and efficiencies.

Digital content strives to meet the needs of the target audience, is easy to read and comprehend, is user-driven and consistent in style, tone, format and quality. The Digital Content Designer contributes and applies online content, design, usability and accessibility standards and policies to promote consistency, a positive user experience, and a strong and unified brand. They analyze and evaluate evidence, data, user feedback and research user needs and experiences to make information and services easier to find.

Service Impact

Approximately 50% of residents go online first when looking for services or information. They expect almost all government services to be available online. The Digital Content Designer delivers over 1000 updates to the website annually, ensuring that Peel's services are easy to find, information is current and easy to understand, and the structure of peelregion.ca is one that delivers exceptional user experience (UX). The Digital Content Designer also contributes to the Advancing Digital Service Delivery (ADSD), a multi-year organization-wide initiative digitalizing over 100 services to make them more accessible, improving service delivery while meeting the expectations of residents. They redevelop legacy content that is outdated, of poor UX and not AODA compliant to meet modern standards and legislative requirements, enhancing brand, building trust and confidence. The Digital Content Designer takes technical information and delivers it in user-friendly plain language to ensure it is easily understood and residents can quickly navigate the site and complete tasks. Users say it should take 5 minutes or less to find something or start an online transaction versus our 17 minutes.

Budget Request #: 32

Proposed Initiative	Department	Division	Service Area
Modernization of peelregion.ca on new content management system	Corporate Services	Communications	Business Services

Description of Budget Request

The delivery of a new peelregion.ca is underway, improving user experience (UX), ability to manage and grow the site and advance how we deliver digital services to residents. The new website is built on Drupal, a Content Management System (CMS), currently managed by a vendor. The position of Drupal Developer allows site transition from a vendor to one that is managed internally, reducing costs and reliance on vendor, building capacity, improving UX and increasing digital self-service options.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	36,842	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	36,842	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	36,842	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

- 1) Time to market – Owning the CMS allows for greater control and faster delivery. The organization can adapt to changes quickly, providing better service for Peel residents and visitors at large without expensive rates.
- 2) Cost savings – the CMS is managed by a vendor. Building internal capacity allows us to bring the site in-house and reduce overall operating and capital costs by \$63,000 for enhancements such as building themes, components, developing prototypes and conducting user testing.

Details of Service Change

The Web operations team is working with a vendor to build and operate peelregion.ca and PAMA websites. The project will be delivered in 2023. As implementation of the sites rolls out by Peel Region, the project will transition from the management of an external vendor to the Communications Division and Digital Marketing Team.

The Drupal Developer will support every business unit at Peel Region with the development of their digital service portfolio by bringing technical expertise (Drupal is the CMS platform that peelregion.ca and PAMA sites are built on) and internal capacity to the organization.

The role is integral to the advancement of digital service delivery (ADSD) project, a long-term organization-wide priority digitizing over one hundred Peel services while streamlining backend operations to create financial efficiencies, consistent user experience and a new, service-based front end.

In addition to ADSD, the role manages daily technical/security related site changes (approx. 60 /year), approx. 12 projects per year and daily CMS builds for all Divisions. They improve our resident's experience by building prototypes to enhance the Drupal site design, furthering Peel Region's positive brand reputation and service experience.

The cost of the FTE is \$126,000, but the reduction of \$89,000 in vendor budget results in an operating increase of only \$37,000. Capital expenditures will decrease \$100,000. Overall savings from moving this work in-house is \$63,000.

Service Impact

Governance of peelregion.ca and PAMA websites are shifting from a decentralized structure formerly managed by business units to one that is owned by Communications. Additional resources and skills are required to transition to this new model and advance digitalization of Peel services, meeting resident expectations.

The introduction of the Drupal Developer role will expedite the build and rollout of Drupal components and reduce reliance on vendor expertise and costs (\$63,000 annually).

The Drupal Developer builds internal capacity, bringing subject matter expertise to the Web Operations team, helping to train and mentor the publishing group on Drupal functionality, delivering digital services to internal clients and residents.

The Drupal Developer improves overall systems management as they maintain and install Drupal modules and perform security updates for peelregion.ca and PAMA sites, ensuring technology is up to date, the site doesn't have down time and the system is not compromised.

Budget Request #: 33

Proposed Initiative	Department	Division	Service Area
Community Focused Diversity, Equity and Inclusion	Corporate Services	Culture and Inclusion	Diversity, Equity & Inclusion

Description of Budget Request

To advance diversity, equity and inclusion (DEI) for Peels diverse communities, DEI must be embedded into programs and services. Understanding how diversity impacts the overall service experience is a critical step to ensure that "Community for Life" is real for all Peel residents starting with community consultations, implementing collection of socio demographic data (where needed). Currently there are no dedicated resources for community focused DEI efforts, current resources are stretched.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	254,360	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	254,360	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	254,360	-	-	-
Net Impact - Utility Rate	-	-	-	-

FTEs	2.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

Demands and expectations of the community have grown and evolved significantly. The Culture and Inclusion office was only resourced for workforce related activities. In response to growing demand we have attempted to absorb the work; however, this is not sustainable.

Details of Service Change

The advisor and coordinator will be hired by November 2022 to participate in consultations and other processes that will support initiatives being launched by January 2023. By Q1 2023, Peel will have a diversity, equity and inclusion (DEI) strategy, 50% which will focus on community related outcomes. Currently there is no capacity to advance actions that will be identified in this strategy.

This advisor and coordinator will take the lead on building and sustaining grass roots community connections and engagement to establish meaningful partnerships with diverse community groups in Peel who have been overlooked and continue to be marginalized. They will also work with program and service areas to address barriers and embed a DEI lens into programs, services and processes.

There are a number of community-related initiatives that require resources, including: development of customer service training; development of a community focused DEI implementation plan; supporting departments to incorporate socio demographic data collection into their program/service feedback mechanisms; play a key role in supporting community tables to represent the Region of Peel's commitment to DEI and demonstrate partnership and leadership.

The coordinator will also support the Indigenous Engagement Advisor in advancing ROP's Indigenous efforts and the implementation of the ROP's new Observance and Recognition Policy.

Service Impact

Through partnerships with community leaders, local municipalities, and internal departmental leads the Region will establish and nurture trusting relationships with the diverse and marginalized community groups which will influence how our services are delivered. We will develop consistent approaches to socio demographic data collection for Peel programs and services, develop a community focused DEI implementation plan, and support all departments through development and implementation.

Budget Request #: 34

Proposed Initiative	Department	Division	Service Area
Customer Contact Centre Reset and Recovery	Corporate Services	Communications	Business Services

Description of Budget Request

The Customer Contact Centre (CCC) is seeking 5 contract Customer Service Representative (CSR) positions to bring service levels back to pre-pandemic standards, to reduce employee burnout, and to support the Public Health Transformation and Transition plan. These positions will be contract to allow for adjustments based on changing call volumes at the CCC resulting from the launch of new digital services and the integration of COVID into ongoing vaccination programs.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	356,560	8,914	(365,474)	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	356,560	8,914	(365,474)	-
Reserves (General Government Rate Stabilization)	356,560	8,914	(365,474)	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact - Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	-	-	-	-
New Contracts	5.0	-	(5.0)	-

No Capital Investment Required

Why Staff Recommend this Initiative

The CCC has seen an increase in average handle time and a substantial increase in digital channels such as: chat, social media and email during the pandemic affecting service levels and wait times for residents. The drivers are centered around complexity of calls as quick calls move to online options. The recommendation is for temporary staff over permanent due to the potential impacts of moving to self-serve options and digital channels.

Details of Service Change

This service change of adding contract FTE over the next two years will allow the Customer Contact Centre to bring service levels up to a more acceptable rate. It will allow current staff to take time off, such as vacation time and reduce incidental absences. The requested contracts will support the operationalization of calls handled by the Public Inquiry Center to the CCC.

In 2021 the CCC opened up a Public Inquiry Center (PIC) to help handle the influx of calls for Mass Vaccination. Currently the PIC staff are still taking mass vaccination calls and supporting the day to day services at the CCC. As these staff are trained and support the CCC today, it would be a seamless transition and most effective to keep these staff as part of this temporary FTE ask.

Service Impact

The additional staff will bring the CCC back to pre-pandemic service levels. Service levels are expected to increase from the current level of 52% of calls answered in 60 seconds to 60% in 2023. This directly impacts the residents and the reputation of the Region of Peel. Agent occupancy (time on the phones) is expected to decrease from it's current level of 85% to 77% in 2023, which is closer to industry standards. It will also help reduce staff burnout and absenteeism as staff will work at a more manageable pace. It will also support service levels and reduce wait times enhancing the service experience for our residents.

Budget Request #: 35

Proposed Initiative	Department	Division	Service Area
Increased Diversity Communications	Corporate Services	Communications	Diversity, Equity & Inclusion

Description of Budget Request

The Communications Specialist and Coordinator will support Culture & Inclusion (C&I) on strategic communication planning/execution of tactical rollouts aligned to the Diversity, Equity and Inclusion (DEI) approved recommendations (Inclusive & Respectful Workplace; Career Advancement & Promotion; Education; Recruitment; Employee Engagement); Workforce Census; Observance & Recognition Policy: ~75 annual Executive Leadership Team (ELT) approved observances. These new areas of accountability are on top of existing C&I workplans.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	232,440	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	232,440	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact - Tax	232,440	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	2.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

The Region of Peel is invested in creating and maintaining a culturally diverse and inclusive workforce/workplace, to support residents and businesses of Peel. ELT approved DEI implementation plan investments over multiple years to develop Peel as diverse & inclusive workplace. Further, external DEI community engagement will be followed by community-focused workplans to action feedback. C&I workplans have grown and diversified. A sustainable approach to communications is required to meet these needs.

Details of Service Change

The service level change will be the increase of one FTE Communications Specialist and one FTE Communications Coordinator in support of the Corporate Services Department. The Communications Specialist will be a dedicated lead for Culture & Inclusion supporting strategic communication planning/execution of tactical rollouts aligned to the Diversity, Equity & Inclusion approved recommendations (Inclusive & Respectful Workplace; Career Advancement & Promotion Processes; Recruitment; Employee Engagement); Workforce Census; Observance & Recognition Policy: ~75 annual ELT approved observances. The Coordinator supports Tactical rollouts. These new areas of accountability are on top of existing C&I workplans.

Further, the Human Resources (HR) team will benefit, as they will have dedicated support for their workplans. Up to this point, the Communications Specialist has supported both HR and C&I - and the work package has become unsustainable. It will be essential that the Specialists will work closely together to thoughtfully align communications in support of shared accountabilities between the two Divisions.

Service Impact

The Communications Specialist is a dedicated and integrated C&I team support partner. The Specialist supports strategic communication planning/execution of tactical rollouts aligned to the DEI approved recommendations listed above. In addition, this request aligns to the operating business cases outlined requesting 7 positions for 2023 and beyond in C&I and HR, related to DEI (#29-Indigenous Engagement Advisor, #30-DEI Implementation Plan, #33-Community Focused DEI); that focus efforts on our external community. Dedicated communications support is critical to ensure we are successful in reaching the intended audiences. Without communications support our efforts will not have the impact we desire. The Communications Specialist is accountable for strategic planning and tactical execution, working closely with subject matter experts, design, digital supports, Vendors. They are supported to deliver complete communication plans in support of Culture and Inclusion workplans, across appropriate channels in a timely, accurate and sensitive manner. The Coordinator will develop and deliver tactical plans to support this work.

Budget Request #: 36

Proposed Initiative	Department	Division	Service Area
Supporting Workforce Growth	Corporate Services	Human Resources	Business Services

Description of Budget Request

Peel's ability to attract and retain top talent in a changing job market is key to delivering on strategic priorities and maintaining service levels. To respond to growth in staff complement, Human Resources (HR) is requesting one talent acquisition partner to address growth, promote attraction and retention of top talent and support leaders.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	107,564	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	107,564	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	107,564	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

Between 2017 and 2022 Peel's approved complement grew by 550 FTE or 11%. Human Resources divisional staffing has not kept pace with workforce growth in key operational sections. Talent Acquisition is involved in all internal and external job competitions. Due to workforce growth, the section now relies on temporary resources to address volume. Continued growth in complement and corresponding headcount will create additional service pressures.

Details of Service Change

Between 2017 and 2019 the organization averaged 123 hires per month. In 2022 the organization is averaging 153 hires per month or a 16% increase. The current number of FTEs assigned to Talent Acquisition is 10, up from 9 in 2017. To manage growth this section has relied extensively on temporary staffing which is unstable and changes from year to year.

Average time to fill a vacancy in 2021 was 52 days. According to data pulled from the Conference Board of Canada's 2021 HR Metrics survey, average time to fill should be 48 days. While Peel is close to this benchmark, improvement is needed to remain competitive. The requested increase in staffing will help position Peel to respond to labour market challenges. Stable staffing will build expertise in sourcing talent in a challenging and competitive market.

Service Impact

With the addition of a talent acquisition partner, Human Resources will maintain service levels and reduce reliance on temporary employees. Recruiting talent is more challenging since the pandemic. Applicants have higher expectations of prospective and current employers causing the Talent Acquisition section to invest more time in securing the talent needed for Peel to meet its objectives. Reliance on temporary employees in Talent Acquisition creates instability. There is turnover in temporary employees as they seek longer duration positions which causes disruption in service levels as newly hired employees are onboarded and trained. Stable staffing will enhance service and improve workload for the Talent Acquisition section.

Budget Request #: 37

Proposed Initiative	Department	Division	Service Area
Strengthen Digital Services	Corporate Services	Communications	Business Services

Description of Budget Request

The Division of Communications is requesting 2 Graphic Designer FTEs to manage a 40% growth in demand for digital and print solutions. There are currently 3 Graphic Design FTEs that work with all Peel Departments to develop and design marketing materials. The 2 additional Graphic Designer FTEs would support approximately 10 internal clients each and generate approximately 360 jobs annually. The role is a key contributor to Peel's brand reputation, building trust & confidence with residents.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	222,662	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	222,662	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	222,662	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	2.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

The Design team delivers full-service creative solutions for services and programs. Demand has grown 40% in 5 years, keeping pace with emerging digital formats and expectations to improve how we reach, inform, and engage communities and partners. In 2014, Design managed 1300 projects, in 2019 it was 1800 plus. Despite growth, complement hasn't changed in 10 years. In 2019, 2 contracts were established to manage volume; making them permanent will strengthen our ability to deliver digital services.

Details of Service Change

The Graphic Designer builds assets in print and digital formats, delivering Councilor newsletters, program and service reports, posters and brochures; as well as HTML, Cascading Style Sheet (CSS) and JavaScript products for digital use: email templates for services and newsletters, a stream of business that has increased by 500% the last 3yrs (66 in 2018, 330 in 2021); motion graphics for video (15 per year); digital signage (200 per year); social media communications (240 per year).

The Graphic Designer processes approximately 360 jobs each year, 30 jobs each month, or one job a day. The jobs vary in complexity and scope, ranging from extensive reports to digital banners.

They are an expert at simplifying complex messaging, ensuring that it's clear, effective, engaging and consistent in style, tone & quality across materials and formats.

They ensure that Peel materials are Accessibility for Ontarians with Disabilities Act (AODA) compliant, reflect our commitment to representing diverse and inclusive communities, and deliver a unified brand, positively building on Peel's reputation.

They build resident trust with their expertise in facility branding, large-format signage, wayfinding and experiential design, guiding people through confusing physical environments and enhancing their understanding and experience of the space.

Design is also key contributor of Peel's emergency preparedness team.

Service Impact

The Graphic Designer works with Peel Departments and Communications staff to develop and design marketing materials in multiple formats with clarity and consistency, improving message comprehension, credibility, awareness, reach, resident engagement, experience, and satisfaction across a diverse Peel population.

The 2 FTE Graphic Design positions ensure that service levels are maintained, and residents can continue to receive exceptional, timely and informative updates from Peel Region. They develop materials that meet or exceed Peel Region standards and the needs of target audiences. The Graphic Designer processes approximately 360 jobs each year, 30 jobs each month, or 1 job a day. The jobs vary in complexity and scope, ranging from extensive reports to digital banners.

Design experienced a 40% increase in workload over the last five years. This trend continues with a growing need for more diverse, comprehensive communications as Peel expands its messaging into new marketing channels. These two Graphic Designer FTEs will enable us to continue to deliver consistent service and also be well positioned to meet future challenges.

Budget Request #: 38

Proposed Initiative	Department	Division	Service Area
Keeping the Workplace Psychologically Safe	Corporate Services	Human Resources	Business Services

Description of Budget Request

The pandemic has taken a toll on Canadian workplaces and the Region of Peel workplace has been extraordinarily impacted due to its role in the prolonged response. A timely and proactive investment in psychological health & safety will assist in recovery, especially in Health, and yield valuable returns. \$1 million in temporary funding for 2 years is requested to build out the corporate framework and develop strategies that will strengthen organizational resiliency and capacity for improved well-being.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	1,000,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	1,000,000	-	-	-
Reserves	1,000,000	-	(1,000,000)	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	1,000,000	-	-	-
Net Impact -Tax	-	-	1,000,000	-
Net Impact - Utility Rate	-	-	-	-
FTEs	-	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

Psychological health and safety in the workplace are integral to employees' capacity to be effective, feel significant, and find meaning in their work. Benefits include improved recruitment and retention as a model employer; improved employee engagement and morale which positively impacts on performance, productivity and quality of services; improved organizational resiliency when faced with challenges; improved health and safety outcomes with a shared commitment to well-being and security.

Details of Service Change

This investment in psychological health and safety will assist Human Resources to support department leadership teams to identify well-being priorities and ensure departmental priorities are aligned with corporate psychological health and safety initiatives. The Health and Wellness team will also work closely with Human Resources' client services and organizational development teams for integrated solutions.

Research suggests that the pandemic has heightened the risk factors for poor mental health - fear, financial insecurity, trauma - while protective factors - engagement, physical activity, social connectedness, routines - have fallen dramatically. Some departments have experienced increased absenteeism (e.g. increased 14% in Paramedic Services and as of February 2022 the long-term care homes have experienced a staffing deficit of approximately 13%). This investment will allow for the determination of root issues, and actions to address critical challenges including absenteeism.

Options to be explored:

1. Dedicated staffing in Human Resources with departmental focus plus corporate program responsibilities (for example, an advisor and specialist position for each department)
2. Targeted leadership supports (learning, coaching, skill building, focused resources)
3. Development of department specific psychological health action plans to address critical challenges
4. Joint initiatives with union partners geared to supporting employees

Service Impact

This investment will help address critical challenges for departments. Key initiatives may include:

- (1) mental health, psychological health and safety and DEI learning for employees and leaders (with special attention to supports for employees working in routine, high stress and trauma-exposed work environments)
- (2) mentorship and coaching opportunities across all levels of leadership
- (3) championing, raising awareness and increasing understanding of the CSA standard and leaders' roles, responsibilities and resources related to workplace psychological health and safety (including diversity and belonging)
- (4) Engaging in internal and external knowledge sharing and advocacy for attention to, and initiatives and resources for, psychological health, safety, wellbeing and inclusion
- (5) Dedicated staffing resources