

Peel's Strategic Plan

Strategic Agenda 2024 to 2027

In 2015, a new Strategic Plan and 20-year vision to create a Community for Life in Peel was approved by Peel Region Council. Together with Council's leadership, community input and clearly set outcomes and priorities, significant progress is being made towards this vision.

With a focus on addressing the complexities and risks before us and to forge ahead into the future, Peel's Strategic Agenda 2024-2027 prioritizes short-term work to advance our vision of Community for Life. Ongoing performance monitoring and reporting on the advancement of Peel's Strategic Agenda will be brought forward to Peel Region Council annually.

Peel's Strategic Agenda is organized by 5 pillars — Housing and Social Impact, Sustainability, Service Excellence, Our People, and Future Ready, each with corresponding outcomes and key initiatives that are supported by our Peel Region Values.

Our Vision
Community for Life

Our Mission
Working with you
 to create a healthy, safe and connected community

Housing and Social Impact

Sustainability

Service Excellence

Our People

Future Ready



We will amplify collective impact, strengthen partnerships and integration to address vital, pressing community needs, including providing affordable housing options and supports to residents in need.

We will ensure Peel delivers value for money and is environmentally and financially sustainable today and for the future.

We will deliver high-quality services, enhance value and elevate organizational effectiveness.

We will foster an environment where employees are supported in their wellness, growth and creativity.

We will enable future preparedness in managing disruption, volatility, uncertainty, growth, complexity, and ambiguity with resilience and foresight.

The 5 pillars are supported by **Our Values** and define how we work together

Care and Support

We care about and support everyone's well-being and success.

Transparency

We build trust in our services, programs, and each other by being genuine, transparent, and accountable.

Leadership

We are all leaders in the work we do to motivate, inspire, and achieve a Community for Life.

Collaboration

We find and implement solutions together to achieve our goals.

Inclusion

We create opportunities for everyone to contribute, be successful and recognized for their diversity and experience – fostering safety and a sense of belonging.



Housing and Social Impact



What is our outcome?

We will amplify collective impact, strengthen partnerships and integration to address vital, pressing community needs, including providing affordable housing options and supports to residents in need.

How will progress be measured?

Some examples include:

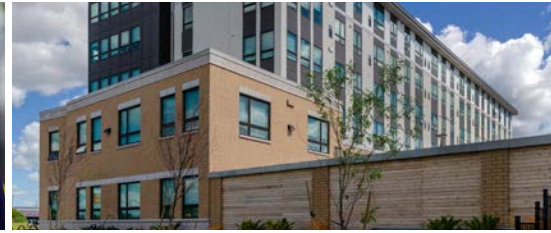
- Households supported with housing and supports
- Number of net new affordable and supportive housing units and shelter beds created
- Feedback from Adult Day Services clients
- Licensed child care spaces supported by Peel

How will we achieve our outcome?

- Accelerate the delivery of housing-enabling infrastructure
- Implement priority actions within the Peel Housing and Homelessness Plan
- Modernize and transform the G.E. Booth Water Resource Recovery Facility to support housing targets
- Develop and implement a Long-term Diversity, Equity and Inclusion Strategy
- Refresh Peel's Community Safety and Well-being Plan
- Implement a sustainable model to support asylum claimants
- Implement the Canada Wide Early Learning and Child Care Plan
- Build a new paramedic reporting station - Dockstader to meet Peel's Net Zero Emission Building Standards
- Advance the International Students Collaborative
- Build and open the new Peel Manor Seniors Rental Building
- Development of the Wilson Lands
- Develop a strategy to further leverage publicly-owned lands as an affordable housing incentive
- Develop and implement a strategy to anchor health equity across Health Services
- Establish income and social supports – Ontario Works target
- Find decarbonization (Climate Change) funding solutions in support of the state of good repair needs of Peel Housing Corporation
- Enhance and implement Housing / Peel Housing Corporation technology
- Develop a Health Services transformation strategy
- Integrate the Vision Zero 2.0 Strategy into the Transportation Master Plan
- Complete construction elements of Seniors Health and Wellness Village at Peel Manor
- Update Accessible Transit Master Plan (TransHelp)
- Refresh the Early Years and Child Care Service System Plan
- Ongoing land acquisition, procurement and legal supports to Peel Regional Police
- Develop and implement Peel's fifth Intimate Partner Violence campaign
- Implement Peel's Anti-Human Sex Trafficking Program
- Develop an Encampment Policy Framework and Joint Protocols
- Implement the B3 Fund to support Black-led, Black-focused and Black-serving organizations
- Partner with School Boards to prioritize mental health in Peel's School Health Program
- Invest in promoting the Homeownership program
- Implement a Supply Chain Diversity Pilot program



Housing and Social Impact



Recent accomplishments

- Continued implementation of the Canada-wide Early Learning and Child Care system provides families with improved affordability and an average annual savings of \$15,660
- Expanded access to Peel's award-winning emotion-based, integrated care for seniors to all five long-term care homes. Peel is working with partners across the community and health system to further expand access to this model.
- Brampton Bramalea Christian Fellowship Residences opened in 2021 to provide affordable rental homes for seniors, singles and families
- Opened Birch Place housing project in Brampton with 67 affordable rental housing units. This project converted a hotel to affordable rental housing with \$30.4 million of funding through the federal government's Rapid Housing Initiative.
- In partnership with Indwell, created 40 affordable supportive housing units in Streetsville, including 10 accessible units
- Provided housing and related supports to 33,897 households, including 16,497 households accommodated within Peel's affordable housing system in 2023
- Secured over \$800 million in external funding in 2023 to support ongoing annual operations of services allowing for critical programming and services such as Housing, Early Years and Child Care, Public Health, Seniors Services, Paramedic Services, and Income Support.
- Peel enhanced Housing service offerings, including new intake and needs assessment process, eviction prevention funds to over 3,400 households, case management to over 2,800 clients, seven fully funded projects, 392 new units completed since 2019 and over 1,100 units in progress
- A Homelessness shelter operating model was developed that is client-centric, outcome-focused and aligned to the housing needs-based approach. A new contract was implemented for the provision of homelessness services by third parties, which resulted in \$2.0 million in cost savings. These savings were redistributed to improve access to housing subsidies and asset management.
- Supported more than 4,800 households in 2023 with one-time financial assistance, including funding for first and last month's rent, assistance with moving costs or help to pay off utility arrears
- Addressed food insecurity in Peel by working with local foodbanks to distribute over 30,000 grocery gift cards in 2023
- Supported growth and the housing pledges by scaling up capital improvements in water/wastewater infrastructure. Peel is now the third largest capital program in all of North America as reported by Bluefield Research.
- Council approved a \$130 million investment to enhance wastewater flow capacity that includes a \$35 million investment from the province. The goal for the G.E. Booth Water Resources Recovery Facility is to increase capacity by an additional 40 million litres per day. These efforts aim to support the province's objective of building more homes, including up to 47,000 additional housing units in Peel Region.



Sustainability



What is our outcome?

We will ensure Peel delivers value for money and is environmentally and financially sustainable today and for the future.

How will progress be measured?

Some examples include:

- Value of infrastructure assets managed for climate risk
- Reduction in corporate greenhouse gas emissions
- Meet goals of Long-term Financial Strategy

How will we achieve our outcome?

- Continue analysis and advocacy to address the provincial and federal funding shortfalls
- Implement and refresh Peel's Climate Change Master Plan
- Update and implement a Long-term Enterprise Asset Management Plan
- Update the Long-term Financial Planning Strategy
- Re-launch Debenture Program
- Explore mixed waste processing options
- Advance the Vacant Homes Tax
- Implement the Blue Box Transition
- Implement the Sustainable Procurement Policy
- Update the Public Works Fleet Master Plan
- Update the Long-term Waste Management Strategy
- Designing ten new construction projects to Net Zero Emission Building standards
- Revitalize heating systems in Peel Living buildings through the support of Canada Community-Building Fund
- Partner with conservation authorities to protect and enhance Peel's Green Infrastructure assets

Recent accomplishments

- 1 of 2 organizations to achieve National Institute for Governmental Procurement Quality in Public Procurement Department award in Canada
- Peel continues to lead in climate change response and remains committed to climate action. The 2023 progress report on Peel's Climate Change Master Plan highlighted the status of implementation, significant achievements and future climate action priorities
- Acquisition of Orangeville Brampton Railway acquired 51 kilometres of land for future trails in Peel in 2022 in partnership with local municipalities and Credit Valley Conservation Authority
- Peel received a 100 per cent inspection report rating in 2024 from the Ministry of Environment, Conservation and Parks for all seven municipal drinking water systems in Peel
- Peel and Peel Regional Police have approximately 50 Zero Emission Vehicles and more than 100 charging stations in operation, thus avoiding an estimated 418 tonnes of GHG emissions which is an equivalent to taking 128 gasoline powered cars off the road



Service Excellence



What is our outcome?

We will deliver high-quality services, enhance value, and elevate organizational effectiveness.

How will progress be measured?

Some examples include:

- Feedback from residents on satisfaction with Peel services
- Annual cost savings and cost avoidance through the Continuous Improvement Program

How will we achieve our outcome?

- Re-anchor Peel's Strategic Plan and re-launch annual performance reporting
- Develop a Communications Master Plan
- Develop a Regional Facilities Utilization Strategy
- Execute the Continuous Improvement Strategy including functional reviews
- Implement the Vendor Performance Management Program
- Enable Digital Government through technology
- Strengthen management oversight through human resources and financial reporting
- Implementation of upgraded Peel Region Council technology
- Update the Public Works Facilities Master Plan
- Evaluate and transform internal service delivery models

Recent accomplishments

- AAA credit rating achieved consecutively for 29 years
- Canadian Award for Financial Reporting
- 231 initiatives were completed as part of the Continuous Improvement Program between 2017 to 2023, with \$22.6 million in cost savings and \$27.8 million in cost avoidance achieved
- Launch of online water and wastewater billing services in 2022
- Annualized cost savings of \$600,000 by bringing the operation of the Heart Lake Community Recycling Centre in-house to be operated by Peel staff in 2021
- Bovaird Drive Transformation at Mount Pleasant Village. Successfully replaced the westbound bridge, and added new multi-use pathways, cycling crosswalks, rest station benches, upgraded intersections and enhanced streetscaping were also implemented to promote accessibility, active transportation, and a pedestrian-friendly environment.
- Digitized the Freedom of Information application allowing the public to submit requests online
- Peel led the joint procurement of three helicopters for Peel, Halton and Durham Police Services in partnership with the Province of Ontario and the Ontario Provincial Police



Our People



What is our outcome?

We will foster an environment where employees are supported in their wellness, growth and creativity.

How will progress be measured?

Some examples include:

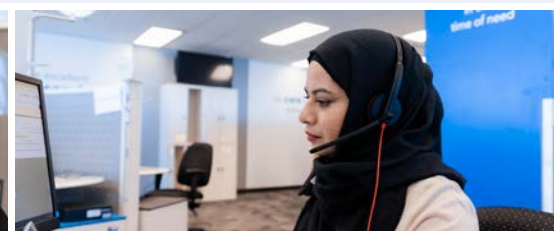
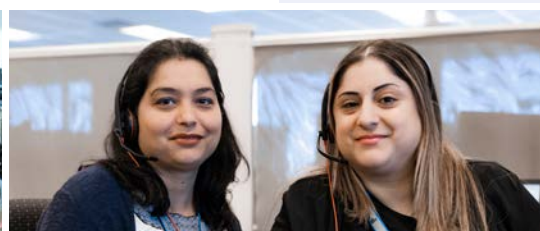
- Employee feedback on engagement, growth and development, and psychological and physical health and safety
- Feedback from residents on satisfaction with Peel employees

How will we achieve our outcome?

- Implement the Psychological and Physical Health and Safety Framework
- Implement an updated, inclusive People Strategy
- Develop an inventory of employee resource groups and identify recommendations
- Introduce a CAO's People Leadership Forum ensuring our people leaders continue to be equipped with the skills of the future
- Complete the Total Rewards review

Recent accomplishments

- Canada's Best Employer by Forbes
- Most Effective Recruitment Strategy – Canadian HR Awards
- Peel developed Canada's first emotion-based dementia training program geared towards providing first responders (Peel Paramedics, Peel Regional Police, Caledon OPP) with strategies to de-escalate emotional responses during calls for support in the community
- Peel confirms annual day to recognize National Day for Truth and Reconciliation
- Increase of the Psychological Health Benefit Entitlement for eligible employees





Future Ready



What is our outcome?

We will enable future preparedness in managing disruption, volatility, uncertainty, growth, complexity, and ambiguity with resilience and foresight.

How will progress be measured?

Some examples include:

- Organizational Readiness for Future Disruption
- Effective management of risks within corporate risk appetite

How will we achieve our outcome?

- Enhance advocacy with a revitalized government relations approach
- Strengthen relationships and communications with Regional Council and local municipalities
- Implement any recommendations from the Provincial Review
- Enhance emergency and business continuity planning through the development of a Future Disruption Readiness Strategy
- Develop the approach to support Indigenous engagement
- Establish health and safety criteria and evaluation for third party construction contractors
- Revise the Risk Appetite Framework
- Annual business planning to address future growth
- Invest in community protection against vaccine preventable diseases

Recent accomplishments

- Advocacy for key issues impacting Peel at the 2024 Association of Municipalities of Ontario conference, including municipal fiscal sustainability, affordable housing, health care and infrastructure
- Creation of an Open Data Policy to enable the release of data to support transparency, accountability, citizen engagement, and align with directives and messaging at the provincial and federal levels, building on best practices
- Launched the Open Data Portal to provide data to citizens and increase transparency. The platform leverages work undertaken by the local municipalities through their Open Data portals and brings a consistent experience for users across all of Peel Region, as well as the opportunity to collaborate and find efficiencies between municipalities in the future