

## Appendix I Update on Peel's Strategic Plan

### Accomplishments for Peel's Strategic Plan (2015-2024)

Since the creation of Peel's Strategic Plan in 2015, significant accomplishments have been achieved as work continues towards creating a *Community for Life*.

Peel's significant accomplishments are organized annually below. These achievements were enabled by the strengths of the integrated supports provided by the Corporate Services, Health Services, Human Services, Legislative Services and Public Works departments.

### Accomplishments Spanning Several Years

- The **Continuous Improvement Program** annual report to Peel Regional Council began in 2017. Between 2017 to 2023, a total of 231 Continuous Improvement Initiatives were completed with \$22.6 million in cost savings and \$27.8 million in cost avoidance achieved.
- Peel's **goods movement industry** contributed \$49 billion worth of gross domestic product (GDP) to regional, provincial and national economies. Peel Region roads carry 21 per cent of all goods movement GDP in Ontario.
- Maintaining Peel's **utility rates** 30 per cent lower than other GTA municipalities.
- Peel's **childcare fee subsidy program** has not had a waitlist in 10 years.
- Peel Housing Corporation is the **largest community housing provider** in Peel and the 3<sup>rd</sup> largest community housing provider in Ontario, with \$2.9 billion worth of housing assets. Together with partners, Peel Housing Support serves 30,000 households each year.
- Peel **staff administered 3.3 million doses of COVID-19 vaccine** throughout the COVID-19 pandemic to Peel residents aged 12 and over, managed over 180,000 COVID-19 cases and secured over \$360 million in COVID-19 funding to support the community.
- Peel **continues to respond to the housing crisis** and pivoting to address to growing demand for housing through capital investments, housing and related supports to residents, addressing shelter capacity and opening new housing projects such as:
  - Supported growth and the housing pledges by scaling up capital improvements in water/wastewater infrastructure. Peel is now the third largest capital program in 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.
  - In 2024, **six new housing projects in Peel will open**, adding 381 new homes/shelter beds to the community and supportive housing system. Another 908 new homes/shelter beds are under construction in seven new housing projects in Peel.
- **Expanded access to emotion-based, integrated care for seniors:** In 2018, Peel Regional Council approved a motion to advocate for change and lead the charge for emotion-based care. This journey included the creation of Ontario's first Butterfly home area and has since spread to all five Peel

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operated long term care homes. As an 83 per cent surge in the local senior's population is expected over the next eight years, Peel is working with partners across the community and health system to expand access to emotion-based, integrated care for seniors.

### Accomplishments in 2024

- Peel Region **celebrates 50 years of incredible service**. Since being incorporated on January 1, 1974, Peel has grown to be one of the largest municipalities in Canada servicing 1.5 million residents and over 200,000 businesses in Brampton, Mississauga, and Caledon every day.
- Peel had an overall **customer satisfaction rate of 82 per cent** from January to August 2024, measured from over 55,000 real time customer surveys.
- Peel Region **advocates** for key issues impacting Peel at the **2024 Association of Municipalities of Ontario (AMO) conference**, including addressing Peel Region's funding shortfall, municipal fiscal sustainability, affordable housing, health care and infrastructure.
- Peel Region releases first **Year in Review Council Report**, recognizing highlights and achievements from 2023.
- Peel Region **partners with Circular Innovation Council** to expand **its community-based circular hub**. The Share, Reuse, Repair Hub is a community-based virtual resource that provides easy access to share, reuse, repair services in the community. It also offers a platform for local businesses to promote their contribution to the circular economy.
- Peel Region continues to **lead in climate change response** and remains **committed to climate action**. In June 2024, Peel Regional Council received the 2023 progress report on Peel's Climate Change Master Plan (CCMP), which highlighted the status of implementation, significant achievements and future climate action priorities.
- Peel Region developed **Canada's first emotion-based dementia training** for first responders.
- Peel Region transformed the way we work with community partners to **advance health equity** in the community.
- Peel Region received a **100 per cent inspection report rating** from the Ministry of Environment, Conservation and Parks for all seven municipal drinking water systems in Peel.
- **Digitizing Freedom of Information:** To improve service delivery through digital modernization, Freedom of Information applications and other fees can now be submitted online by members of the public.
- **Acquisition of three single-engine helicopters:** Peel Region 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.
- **Opening of Birch Place:** Peel celebrated the completion of Birch Place in May 2024; a housing project in Brampton with 67 affordable rental housing units (50 affordable rental units and 17

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transitional housing units for youth aged 16-24). Originally a hotel, Birch Place was converted to affordable rental housing with \$30.4 million of funding through the federal government's Rapid Housing Initiative.

- **Cornerstone Suites** includes 40 affordable supportive housing units in Streetsville, including 10 accessible units. This project was completed, in partnership with Indwell.
- **Electrifying Peel Region's vehicles:** Peel Region and Peel Regional Police have approximately 50 Zero Emission Vehicles (ZEVs) 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.

### Accomplishments in 2023

- Despite the challenges we faced in 2023 with uncertainty brought by regional governance discussions, staff delivered uninterrupted, core, high quality services to the community and successfully completed **31 Continuous Improvement Initiatives** across the Region. These initiatives resulted in nearly \$1.0 million in cost savings and \$3.3 million in cost avoidance, significantly contributing to our cost containment targets.
- Ontario's **first electric waste collection vehicle** was introduced as a first step towards a low carbon emitting fleet.
- The **Fit to Sit program** was implemented to address the offload delay times at hospitals by supporting the transfer of eligible, low risk patients to the emergency department waiting areas for hospital staff to triage and register patients.
- Over **\$800 million in external funding was secured 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.
- The delivery of quality uninterrupted services to the Peel community was also challenged throughout 2023 as the Provincial government introduced several significant legislative changes to support the creation of more housing, specifically Bill 23. **Peel employees have responded to the new provincial housing targets in an unprecedented manner** by implementing tactics to advance infrastructure planning, design and construction to address the dynamic needs of our local municipalities and ensuring sustainable growth and development.
- **Continued advancement of infrastructure planning strategy to respond to new provincial housing targets** while addressing the dynamic needs of our local municipalities and ensuring sustainable growth and development.
- Received approval to **launch the new Non-Profit Housing Development Program** to support non-profit housing providers to build more deeply affordable community and supportive housing.
- Addressed **food insecurity** in Peel by working with local foodbanks to distribute over 30,000 grocery gift cards.
- New **TransHelp passenger training and orientation workshops**, streamlined application process, software upgrades and installation of real-time vehicle tracking tablets.

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- Peel Region **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.
- **Continued implementation of the Canada-wide Early Learning and Child Care (CWELCC) system** provides families with improved affordability and an average annual savings of \$15,660 (based on a family with a toddler and preschooler).
- Peel provided **housing and related supports** to 33,897 households, including 16,497 households accommodated within Peel's affordable housing system in 2023.
- In 2023, more than 4,800 households received **one-time financial assistance**, including funding for first and last month's rent, assistance with moving costs or help to pay off utility arrears. This represents an increase of over 1,400 households who received these funds last year when compared to 2022.
- **Bovaird Drive Transformation at Mount Pleasant Village:** This project successfully replaced a westbound bridge which had reached the end of its service life, created a seamless merge with an existing eastbound bridge and widened Bovaird Drive to six lanes. 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.
- Peel had an overall **customer satisfaction rate of 83 per cent** from in 2023, measured from over 68,000 real time customer surveys.

### Accomplishments in 2022

- 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.
- Acquisition of Orangeville Brampton Railway acquired **51 kilometers of land for future trails in Peel** in partnership with local municipalities and Credit Valley Conservation Authority.
- Peel Region launches **online water and wastewater billing services**.
- **Snow storage facility constructed** that removes contaminants from snowmelt before it enters our natural waterways, improving safety and water quality.
- Peel Paramedic Services delivered a 'made in Peel' **Community Paramedicine program** to deliver wrap-around care to seniors with complex needs in the community.
- Peel Paramedic Services implemented an innovative **Urgent Care Centre (UCC) Transport Initiative** that diverts select, low-risk patients away from the Emergency Department to UCC's.

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- Peel Public Health managed **200,000+ cases of COVID-19, 1,700+ outbreaks and vaccinated 93 per cent** of Peel residents aged 12 and older with at least two doses of the COVID-19 vaccine, alongside health system partners.
- Peel's **Anti-Human Sex Trafficking program** was approved and is the first municipal program in Ontario.
- Peel Region confirms annual day to recognize **National Day for Truth and Reconciliation**.

### Accomplishments in 2021

- **Annualized cost savings of \$600,000** by bringing operation of the **Heart Lake Community Recycling Centre in-house** to be operated by regional staff.
- Implementation of **GovGrants** technology application reduced the time to complete **Early Years and Child Care (EYCC) funding requests from child care centres and non-profit community agencies** from one to five months, to one week; **cost avoidance of \$759,000 from** reduced staff administration time that was applied to offset Provincial funding cuts.
- Peel Region designated as a **United Nations Regional Centre of Expertise for goods movement and sustainable transportation**.
- **Peel Region's role shifted** from the delivery of employment services to **the delivery of life stabilization and case management** equipping 10,843 (91 per cent) of Ontario Works and Ontario Disability Support Program clients with an active "Life Stabilization Action Plan" that supports employment goals, resources, and coaching towards success.
- Peel Region was one of the **hardest hit communities by COVID-19 in Ontario**. The pandemic response was Peel's top priority. With an "all-hands-on-deck" approach, staff and other resources were redeployed to support the response and mass vaccination program.
- **Continuous Improvement played a critical role in the Region's Mass Vaccination Program (MVP)** which provided COVID-19 vaccinations to residents through fixed and mobile clinics and at Long Term Care (LTC) homes.
- **Over \$1 million was allocated to community agencies** through the Community Response Table to support the COVID-19 response.
- Peel Region provided **isolation housing** for any resident needing to self-isolate due to COVID-19 symptoms or testing positive for COVID-19.

### Accomplishments in 2020

- Peel Region's **Community Safety and Well-being Plan (CSWB)** is adopted by Regional Council, a collaborative effort involving over 25 organizations, including emergency services, school boards, social service providers, cultural organizations, and governments.

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- The **Community Response Table** was established to support Peel's most vulnerable residents during COVID-19, collaborating with local community partners, health and social service organizations and the not-for-profit sector on planning, operations and service delivery.
- **The COVID-19 vaccine arrives in Peel**, making a turning point in Peel's ongoing response to COVID-19. A COVID-19 Task Force collectively planned and implemented a systems-level approach for mass immunization.
- Peel Region protected the **community's most vulnerable population** by implementing a range of programs and protocols aimed at **preventing and managing the spread of COVID-19 in Peel's homeless shelters**, transitional housing and street outreach program.
- Peel Region partnered with licensed childcare providers to **deliver free emergency child care** to health care and frontline workers during the COVID-19 pandemic.
- Peel Region launched a new service called **EarlyON Child Development Supports**, the first of its kind in Peel, providing parents and caregivers visiting Peel's EarlyON Child and Family Centres access to Resource Consultants.
- An **Open Data Policy** was created 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.
- The **Open Data Portal** was launched 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, as well as the opportunity to collaborate and find efficiencies between municipalities in the future.
- Peel Region and community partners **raise awareness for family and intimate partner violence** through a public awareness campaign to help identify and reduce cases of family and intimate partner violence in the community.
- Peel Region **launched expanded Peel Outreach Team services** to help get people experiencing homelessness out of the cold and on a path to long-term housing. New services include a new mobile health clinic, a second mobile outreach team van, expanded service hours and additional on-location supports.

### Accomplishments in 2019

- The **Cash Management Strategy** was implemented, resulting in an improvement to 2019's annual investment income, yielding incremental earnings of **approximately \$6 million** helping to reduce Peel's infrastructure gap.
- The **Early Years and Child Care Services Fee Subsidy Program review** received \$250,000 in provincial funding through the Audit and Accountability Fund. A reduction of \$1.7 million in overpayments in 2020 was realized through greater efforts in assessing and managing fee subsidy eligibility. An updated Family Composition Policy implemented resulted in a cost avoidance of \$450,000 in 2020 by ensuring that families are approved for subsidies based on the correct family status.

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### Accomplishments in 2018

- **Peel Art Gallery, Museum and Archives (PAMA) celebrated 50 years** as a vibrant arts and heritage centre with appearances by dignitaries and artists, special exhibitions, family-friendly activities, and free open house events all day long.
- Peel Region **raised the Pride flag** for the first time.
- Peel Public Health **launched a new mobile dental clinic** to increase health equity for children. The 40-foot bus offers children preventive care in their own communities.
- Peel Region **launched electronic bidding** using an innovative bidding service that makes it easy for vendors to review, register and submit bids for goods and services online, 24/7.
- Development of a Road Safety Strategic Plan and adoption of the **Vision Zero framework**.

### Accomplishments in 2017

- Peel Region **opened the Brampton Queen Street Youth Shelter**, providing a 24/7 short-term emergency shelter for single youth aged 16 to 24 who are homeless through 40 temporary beds.
- The **Butterfly model of care was introduced at Malton Village Long Term Care home**, focusing on person-centred care and improving the quality of life for people in the advanced stages of dementia.
- **The first annual *Community for Life Annual Report*** included reporting on Peel services and priorities and demonstrated measurable impact on the community.
- Implementation of an **integrated stormwater billing system** to support the City of Mississauga with a cost-effective billing service for a new stormwater charge. **100 per cent of residents received a seamless way of seeing and paying their new storm water charge along with their water bill.** **Economies of scale** in supporting two organizations with one system has resulted in \$1.5 million in cost avoidance.
- Peel Regional Council endorsed a comprehensive **Food Charter**, designed to lead a collective effort in achieving a just, equitable food system for the area and its residents.
- Peel Region expanded the **File Your Taxes For Free, Get Your Benefits Now campaign**, serving a total of 21,174 total clients at various income tax clinics across Peel Region.
- Peel Regional Council adopted the Region of Peel's **Corporate Social Responsibility (CSR) Strategy** and embarked on a journey to address business operations. The long-term goal of the strategy was to ensure that Peel's operating practices achieve social, economic and environmental benefits for the community.

### Accomplishments in 2016

- Peel Region implemented **Bi-Weekly Cart-Based Waste Collection** to single-family homes across Peel.

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- Peel Region **supported Syrian Refugees**, a large portion of whom landed at Pearson International Airport in Mississauga. Peel Regional Paramedics were on site for every landing, providing medical care and hospital transportation to passengers in need. Peel also collaborated with partners, including the provincial and federal government, local municipalities, and other local community partners to provide settlement and integration support.

### Accomplishments in 2015

- Peel Regional Council endorses **Peel's 20-year Strategic Plan**, which is guided by the vision of *Community for Life* and includes long-term outcomes over a 20-year planning horizon. Regional Council input was obtained during a Special Regional Council meeting and formed the foundation of the plan and was further informed by extensive staff and community engagement, including input from stakeholders, residents, businesses and non-profit organizations.