

## Appendix V Update on Peel's Strategic Plan

### Strategic Agenda Initiatives and Descriptions

#### Housing and Social Impact

##### **1.1 Accelerate the delivery of housing-enabling infrastructure**

Develop and implement new infrastructure guidelines, allocation model, and Infrastructure Master Plans in support of allocating infrastructure capacity by local municipality to enable the achievement of housing targets.

##### **1.2 Implement priority actions within the Peel Housing and Homelessness Plan**

Through the five pillars of the Peel Housing and Homelessness Plan, clients will get and keep housing they can afford, and homelessness will be prevented. More community and supportive housing will be created through the Peel Community Housing Development Program, and through allocation of portable subsidies through the needs-based approach. New supports to address increased homelessness such as the place-based outreach program, encampment policy and protocols and enhancements to shelter standards will improve services.

##### **1.3 Modernize and transform the G.E Booth Water Resource Recovery Facility to support housing targets**

Modernizing and transforming the G.E. Booth Water Resource Recovery Facility in preparation for the building of a new plant to replace some of the Region's older wastewater treatment infrastructure.

##### **1.4 Develop and implement a Long-term Diversity, Equity and Inclusion Strategy**

The 2025-2029 Diversity, Equity and Inclusion Strategy aims to decolonize mindsets, systems and barriers that continue to impact individuals, families and communities in Peel. It includes establishing a Municipal Diversity Plan with the Peel Police Board, and advancing accessibility through the legislated renewal of the Accessibility for Ontarians with Disability Act (AODA) Multi-Year Plan (2026-2030).

##### **1.5 Refresh Peel's Community Safety and Well-being Plan**

Aligned with legislative requirements, review Peel's Community Safety and Well-being Plan and optimize our model for ongoing effectiveness and responsiveness to community needs and long term community health outcomes. Through the review and refresh, ensure the Peel's Community Safety and Well-being Plan is structured to support and inform the Region's vision for *Community for Life* in Peel and is supported by robust internal and external partners.

##### **1.6 Implement a sustainable model to support asylum claimants**

Operate a culturally-responsive asylum claimant model with sustained funding from other levels of government which enables separation from the local homelessness system. This includes emergency shelter and a GTHA reception centre that allows for transition to other municipalities across the province for permanent housing solutions and wrap-around program support.

##### **1.7 Implement the Canada Wide Early Learning and Child Care Plan**

Making child care more affordable and accessible for families by implementing the Canada Wide

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Early Learning and Child Care Plan to achieve an average of \$10 dollars per day child care fees and the expansion targets of 11,980 new spaces by 2026.

#### **1.8 Build a new paramedic reporting station - Dockstader to meet Peel's Net Zero Emission Building Standards**

Developing the newest paramedic reporting station at Dixie and Dockstader Roads, in Brampton with an anticipated opening in 2026. Reporting Stations are larger in size, which means more space to keep the equipment paramedics need to help the community. Reporting stations also have training space for paramedics.

#### **1.9 Advance the International Students Collaborative**

A diverse committee of multi-sector partners dedicated to creating an inclusive environment for international students by addressing both local and system-level issues through collective action.

#### **1.10 Build and open the new Peel Manor Seniors Rental Building**

Developing a 198-unit affordable housing project located at 525 Main Street North that will contribute to the Seniors Health and Wellness Village concept currently being developed by Peel that will include a long-term care centre, service hub for seniors, and Adult Day Services programs.

#### **1.11 Development of the Wilson Lands**

The Wilson Lands development is a multi-year initiative that will see 20 acres of donated lands in Caledon redeveloped for health care or similar/associated uses and alternate uses which may include one or a combination of a senior's, youth, wellness, or community centre(s).

#### **1.12 Develop a strategy to further leverage publicly-owned lands as an affordable housing incentive**

Leveraging publicly-owned lands as an incentive for establishing affordable housing.

#### **1.13 Develop and implement a strategy to anchor health equity across Health Services**

Aligned with the directions of the Health Services Transformation Strategy, anchor health equity thinking and practice across Health Services to ensure that the design and delivery of health programs and services are grounded in a deep understanding of Peel's diverse community needs such that programs and services address unmet needs and reduce inequities.

#### **1.14 Establish income and social supports - Ontario Works target**

Establishing relevant targets through the Ontario Works program to ensure the service outcome of Peel residents in need have access to available financial supports is achieved.

#### **1.15 Find decarbonization (Climate Change) funding solutions in support of the state of good repair needs of Peel Housing Corporation**

Explore opportunities provided by the federal and provincial governments for funding that supports decarbonization through building maintenance and asset management, while continuing with the recommended long-term financing plan for the housing state of good repair liability.

#### **1.16 Enhance and implement Housing / Peel Housing Corporation technology**

Enhance the functionality of technology to maximize business efficiency, optimize processes, and improve user experience through automation and system workflows.

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#### **1.17 Develop a Health Services transformation strategy**

To advance *Community for Life* and drive greater alignment and direction across Health Services, develop and implement a departmental transformation strategy. This strategy will anchor the three service level plans in Health Services and also identify ways to advance collective goals focussed on community knowledge and engagement; building a learning culture; and effectively communicating with and advocating to key external audiences and partners.

#### **1.18 Integrate the Vision Zero 2.0 Strategy into the Transportation Master Plan**

To provide a clear vision for the future of Peel's transportation system, developing an integrated plan which will incorporate the Vision Zero Road Safety Strategic Plan into the Transportation Master Plan.

#### **1.19 Complete construction elements of Seniors Health and Wellness Village at Peel Manor**

The Seniors Health and Wellness Village at Peel Manor aims to be the heart of a vibrant, thriving neighbourhood that enhances the quality of life and supports the well-being of those who live and work in the Village, and the surrounding community.

#### **1.20 Update Accessible Transit Master Plan (TransHelp)**

Updates to the existing Accessible Transit Master Plan to ensure continued program modernization and residents' needs are met.

#### **1.21 Refresh the Early Years and Child Care Service System Plan**

Refreshing and implementing Peel's Early Years and Child Care System Plan (2019-2024) which will continue to pave the way for how we build and evolve an early years and child care system that will meet the needs of Peel's growing community.

#### **1.22 Ongoing land acquisition, procurement and legal supports to Peel Regional Police**

Further enabling Peel Regional Police's commitment to their vision of 'A Safer Community Together', providing ongoing support in the area of land acquisition, procurement, and legal supports.

#### **1.23 Develop and implement Peel's Fifth Intimate Partner Violence campaign**

Peel Region has declared family violence, gender-based violence and intimate partner violence an epidemic and is advocating for Provincial support and increased funding to meet resident needs. Peel is currently planning for its fifth Family and Intimate Partner Violence campaign.

#### **1.24 Implement Peel's Anti-Human Sex Trafficking Program**

In 2022, Regional Council endorsed a permanent Anti-Human Sex Trafficking program with an intended outcome to increase awareness and coordinated access to dedicated and dignified services to victims, survivors, and those at-risk of sex trafficking in Peel.

#### **1.25 Develop an Encampment Policy Framework and Joint Protocols**

Recognizing the unique needs and complexities of homeless residents staying in encampments, Peel is undertaking a co-designed, collaborative approach that balances rights-based principles and housing supports, with community health and safety for all Peel residents. An Encampment Policy Framework and Protocols will be developed and shared.

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- 1.26 Implement the B3 Fund to support Black-led, Black-focused and Black-serving organizations**  
Launching the Black-led, Black-focused, and Black-serving (B3) Fund, a vital initiative aimed at supporting B3 organizations in Peel Region.
- 1.27 Partner with School Boards to prioritize mental health in Peel's School Health Program**  
Peel Public Health collaborating with four school boards in Peel (PDSB, DPCDB, Csc MonAvenir, Cs Viamonde) to create healthy school environments for students which prioritizes actions to address worsening mental health among Ontario youth.
- 1.28 Invest in promoting the Homeownership program**  
Giving working Black families the opportunity to purchase their own homes, Peel is a proud supporter of the BlackNorth Initiative Homeownership Bridge Program. Peel Region committed to a one-time investment of \$2.5 million which will give 50 renter Peel households the opportunity for home ownership.
- 1.29 Implement a Supply Chain Diversity Pilot program**  
Providing diverse suppliers and social enterprises increased access to procurement opportunities by removing systemic barriers.

## **Sustainability**

- 2.1 Continued analysis and advocacy to address the provincial and federal funding shortfalls**  
Advocating to influence policy decisions and funding outcomes from other levels of government to ensure the availability of funding and supports required to deliver essential services to the Peel community.
- 2.2 Implement and refresh Peel's Climate Change Master Plan**  
To ensure measurable action at the needed pace and scale is taken to mitigate and adapt to the effects of climate change. Delivering on 20 actions from the current or refreshed Climate Change Master Plan to manage Peel Region's \$43 billion in assets for climate risk and reduce corporate greenhouse gas emissions by 45 percent below 2010 levels by 2030.
- 2.3 Update and implement a Long-term Enterprise Asset Management Plan**  
Develop and improve asset management strategies and processes to maintain infrastructure in accordance with Council's level of service targets, regulatory requirements and long-term financial strategies in support of sustainable service delivery.
- 2.4 Update the Long-term Financial Planning Strategy**  
Updates to the Long-term Financial Planning Strategy ensuring financial sustainability, vulnerability, flexibility, and efficient and effective delivery of programs and services.
- 2.5 Re-launch Debenture Program**  
Through investor relations efforts, relaunching Peel's Debenture Program, providing access to low-cost borrowing for the Region and local municipalities for the purpose of

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financing long-term capital projects (such as infrastructure to support growth, community safety and housing, etc.).

#### **2.6 Explore mixed waste processing options**

Subject to the Minister of Municipal Affairs and Housing's decision on the future governance structure of waste management within Peel, procure third-party mixed waste processing capacity for up to 100,000 tonnes per year of Peel's garbage.

#### **2.7 Advance the Vacant Homes Tax**

Assessing the feasibility of implementing a Vacant Home Tax on vacant residential units within Peel Region.

#### **2.8 Implement the Blue Box Transition**

Support the implementation of an expanded and standardized Blue Box program across Ontario that meets the regulatory requirements set by the province and helps ensure a smooth transition for Peel residents.

#### **2.9 Implement the Sustainable Procurement Policy**

Implementing sustainability considerations into procurement processes that deliver on Peel Region's desired sustainable outcomes.

#### **2.10 Update the Public Works Fleet Master Plan**

Updates to the existing Fleet Master Plan to ensure Peel's fleet is safe and maintained in a state of good repair and that fleet quality and availability fully meet the programs' service requirements.

#### **2.11 Update the Long-term Waste Management Strategy (A Roadmap to a Circular Economy in Peel)**

Update existing Long-term Waste Management Strategy to reflect additions and / or significant changes to current actions, targets, and key performance indicators.

#### **2.12 Designing ten new construction projects to Net Zero Emission Building standards**

Ten new construction projects are currently being designed or built to Peel's Net Zero Emissions Building Standard for New Construction.

#### **2.13 Revitalize heating systems in Peel Living buildings through the support of Canada Community-Building Fund**

Removing old fossil fuel (natural gas) heating systems from 10 buildings and replacing them with innovative heat pumps that are powered by clean electricity. This is expected to reduce 1,300 tonnes of greenhouse gas emissions each year and provide residents at those buildings, some of our most vulnerable citizens, with a clean, reliable source of heating but also cooling, which not all the buildings currently have.

#### **2.14 Partner with conservation authorities to protect and enhance Peel's Green Infrastructure assets**

Peel Region, in collaboration with Credit Valley Conservation and the Toronto and Region Conservation Authority, are working together to better protect and enhance the Region's Green Infrastructure assets. This work includes conducting a detailed inventory and condition assessment of its trees and shrubs on Regional Roads and Peel properties.

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### Service Excellence

#### **3.1 Re-anchor Peel's Strategic Plan and re-launch annual performance reporting**

Re-anchoring of Peel's 2015-2035 Strategic Plan, which includes the Strategic Agenda for 2024-2027, and re-launching the annual performance reporting to the community.

#### **3.2 Develop a Communications Master Plan**

Develop a Communications Master Plan that encompasses a Brand Strategy and a Community Engagement Strategy. This comprehensive plan will establish a framework for prioritizing, delivering, and supporting communication needs for staff, council, and the community.

#### **3.3 Develop a Regional Facilities Utilization Strategy**

The Regional Facilities Utilization Strategy will incorporate the future of work practices for hybrid and on-site work modes and allows for new flexible workspaces to be configured to meet community and program needs.

#### **3.4 Execute the Continuous Improvement Strategy including functional reviews**

Enabling a continuous improvement culture by empowering staff to identify and implement improvements that ensure services and processes achieve efficiencies, enhance client experience, meet community needs, and minimize the tax burden.

#### **3.5 Implement the Vendor Performance Management Program**

Enhancing the Vendor Performance Management Framework to include an enterprise-wide procedure and leverage modern technology to create efficiencies, transparency and optimize vendor performance while maximizing value for the organization.

#### **3.6 Enable Digital Government through technology**

Implement key technology projects to accelerate the transition to a digital government where data and technology create, optimize and transform services to enhance customer experience.

#### **3.7 Strengthen management oversight through human resources and financial reporting**

Enable regular management oversight to enhance decision-making by leveraging human resources and financial reporting insights, including data analytics, evidence, and leading practices.

#### **3.8 Implementation of upgraded Regional Council technology**

To enhance the user experience for Council and our community, implement an integrated audio-visual management solution to manage and facilitate Council and Committee meetings.

#### **3.9 Update the Public Works Facilities Master Plan**

Update the Public Works Facilities Master Plan to better align with the changing service demands and user needs, both internal and external, of all Public Works facilities.

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#### **3.10 Evaluate and transform internal service delivery models**

Assess and implement innovative service delivery models including digitally-enabled services to ensure the ongoing effective and efficient delivery and optimization of internal services in the areas of Communications, Human Resources, and Finance.

## **Our People**

#### **4.1 Implement the Psychological and Physical Health and Safety Framework**

Prioritizing employee well-being through a comprehensive strategy offering support programs and resources, implementing the Psychological Health, Safety and Wellness Framework to reflect Peel's shared responsibility and commitment to promoting individual, organizational and community well-being.

#### **4.2 Implement an updated, inclusive People Strategy**

Our People Strategy will enhance our approach to organizational learning and development, succession planning and recruitment, incorporating the lens of equity, inclusion, and future work practices, to ensure Peel Region remains a model and progressive employer.

#### **4.3 Develop an inventory of employee resource groups and identify recommendations**

Complete a review and inventory of existing employee resource groups and identify recommendations for employee resource groups in support of fostering a culture of diversity, equity and inclusion by providing safe spaces for connection, support, and opportunities for mentorship and networking.

#### **4.4 Introduce a CAO's People Leadership Forum ensuring our people leaders continue to be equipped with the skills of the future**

Advancing leadership development through a specialized conference designed to support integration, collaboration, and knowledge sharing among people leaders.

#### **4.5 Complete the Total Rewards review**

A comprehensive assessment of our total rewards package, including compensation, benefits and job evaluations, to deliver competitive compensation and benefits that enhance employee well-being and ensure Peel Region can attract and retain talent in a highly competitive labour market.

## **Future Ready**

#### **5.1 Enhance advocacy with a revitalized government relations approach**

Enhanced advocacy efforts with Provincial and Federal levels of government to achieve additional and sustainable funding for current and future needs to advance Peel's Strategic Agenda.

#### **5.2 Strengthen relationships and communications with Regional Council and local municipalities**

Developing an outreach strategy to strengthen relations and communications with Council and local municipal staff.

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### **5.3 Implement any recommendations from the Provincial Review**

Working with the Transition Board, Ministry, Council, local municipalities and third-party consultants to implement the Province's mandate of developing evidence-informed recommendations and options, and implementing recommendations as approved by the Minister of Municipal Affairs and Housing.

### **5.4 Enhance emergency and business continuity planning through the development of a Future Disruption Readiness Strategy**

Develop a Future Disruption Readiness Strategy, providing enhanced training to staff, and completing business continuity plans for each service and sub-plans as needed (i.e., flood, climate).

### **5.5 Develop the approach to support Indigenous engagement**

Develop and present an approach to Council on establishing effective and supportive Indigenous engagement relations.

### **5.6 Establish health and safety criteria and evaluation for third party construction contractors**

Enhance health and safety requirements and due diligence into the selection, contract management, and evaluation of contractors performing construction on behalf of Peel Region.

### **5.7 Revise the Risk Appetite Framework**

Update Peel's Risk Appetite Framework to support the effective management Peel's risks by providing a framework to outline appropriate levels of risk taking and tolerance for uncertainty.

### **5.8 Annual business planning to address future growth**

Strengthening the lens of addressing future growth in the annual business planning approach.

### **5.9 Invest in community protection against vaccine preventable diseases**

Continuing to be committed in keeping residents healthy and safe through identifying an urgent need to catch up on the backlog of immunization record screening and enforcement over the next several years. Immunization is one of the most effective public health interventions to prevent disease, save lives, and reduce health care costs.