

Strategic Plan 2003–2006



Fast Forward Peel



Building a **Strong Community** Together

Mid-Term Report

 **Region of Peel**
Working for you

Our Regional Values



1 | *Supportive and Respectful Environment*

We work in an environment that is positive, healthy, caring and free from discrimination. We respect diversity and treat one another in ways that are fair, courteous and compassionate, recognizing everyone's contributions.

2 | *Teamwork*

We practise teamwork, co-operation and collaboration, and reinforce these with a strong vision and positive leadership.

3 | *Effective Communication*

We practise open, two-way communication in a clear and honest manner.

4 | *Integrity*

We are ethical, professional and trustworthy in our work.

5 | *Quality Service*

We provide services that are accountable, accessible, responsive, efficient and effective. We seek new and innovative ideas for improvement in policies, practices and services.



These values apply to all of the relationships we have with our co-workers, volunteers, clients, Council, residents, community agencies and external groups.

A Message from the Chair of the Regional Municipality of Peel — Emil Kolb



On behalf of Peel Regional Council, Regional employees and our many community partners, it gives me great pleasure to present the *Mid-Term Report* for the Region's current *Strategic Plan 2003–06*, ***Fast Forward Peel: Building a Strong Community Together***.

As the name suggests, together with our partners and stakeholders, we are moving steadily and strongly forward in achieving the goals set out in the Region's fourth Strategic Plan. This important strategic document is a blueprint for helping us collectively deliver programs and services in an accountable, responsible and effective way.

I want to thank Council, the Executive Management Team and every Regional employee for their ongoing support and commitment to achieving so many successes to date — an impressive list in such a short period. These important successes are complemented by many other initiatives currently underway, aimed at delivering on the Region's five strategic goals.

We can be proud of our many accomplishments, which have been won through the strength of the partnerships we enjoy with community stakeholders, multicultural agencies, the business community, area municipalities, Regional Councillors and our employees. In closing, I want to thank all of these important constituents for their efforts and support in helping us move forward on our commitment to the residents of Peel.

A handwritten signature in black ink that reads "Emil Kolb." The signature is written in a cursive, flowing style.

Emil Kolb
Regional Chair

A Message from the Acting Chief Administrative Officer — David Szwarc



I am very pleased to report that the implementation of our Strategic Plan is proceeding well and is very much on target at this interim point. ***Fast Forward Peel: Building a Strong Community Together***, our 2003–06 Strategic Plan, positions us to successfully navigate a wave of growth and opportunity in the Region, allowing us to adapt and respond to change without losing sight of our long-range goals.

You will see in this mid-term summary report that the Region's nine departments, their respective divisions and business units and 3,800 employees have advanced a number of key initiatives that help move the organization closer to realizing these goals.

We recognize that Regional employees play an important role in the successful implementation of the Strategic Plan. As the following pages illustrate, the work that our employees do is directly linked to broader organizational goals. This connection is supported by each department's Service Strategy Business Plan.

As we enter the second phase of our three-year Strategic Plan, I want to thank everyone for the ongoing support, and encourage all of you to maintain the momentum as we move forward "building a strong community together".

A handwritten signature in black ink that reads "David Szwarc". The signature is written in a cursive, flowing style.

David Szwarc

Acting, Chief Administrative Officer

Message from the Chair of the Region's Management Committee — Gael Miles



Well over a year ago, the Region of Peel embarked on achieving the goals set out in its Strategic Plan, 2003–06, ***Fast Forward Peel: Building a Strong Community Together***. With this *Mid-Term Report*, I am delighted to share with you the strides we have taken in delivering on that plan.

At the halfway point, we can already see positive impacts on achieving our Mission to serve our changing community through leadership, partnership, commitment and excellence. From community stakeholder involvement to engaging Regional employees, our collective achievements speak to our dedication to making Peel a healthy, vibrant, and safe community that values diversity and quality of life.

As the Council lead for the Region's Strategic Plan, I am very proud of the hard work that went into the development of the plan and I am impressed by the strong results that are already evident. Seeing real results with positive impacts on the community reflects well on the strength of the initial plan. It also speaks to the strong level of commitment that Regional employees have toward delivering quality programs and services to over one million people in the Region.

As we move into the second half of our three-year Strategic Plan, I look forward to the final report which I am confident will illustrate our success at building even better community programs and services to the benefit of the citizens we serve.

A handwritten signature in cursive script that reads "Gael Miles".

Gael Miles

Regional Councillor, Wards 7 & 8, City of Brampton
Chair, Management Committee for the Region of Peel

Our Vision

Peel will be a healthy, vibrant, and safe community that values its diversity and quality of life.

Our Mission

The Region of Peel will serve its changing community through leadership, partnership, commitment and excellence.

Our Goals

1. Improve the community's health, social well-being and safety
2. Assess and manage all aspects of growth that affect Peel services to ensure a more liveable region
3. Preserve, protect and enhance Peel's natural environment and resources
4. Contribute to a strong regional economy
5. Be a citizen-focused Regional government



Goal 1: Improve the community's health, social well-being and safety

- Coordinated a number of public forums, open houses and workshops including, 2004 Public Health Council Forum to assist Peel Health to close the gap in service shortfalls
- Completed a survey of over 7,000 children in 56 schools which was the first collection of health information for youth ever completed in Peel
- Produced and distributed five Health Status Reports all of which provide information to support community-wide programs and services
- Reduced prevalence of virus in mosquito pools and declared no cases of West Nile virus in humans in 2004 (compared to 10 in 2003 and 112 in 2002)
- Opened a new Peel Public Health Clinic in Meadowvale in November 2004 to provide "one stop" access to public health services

- Initiated a Physician Outreach Program to further enhance relationships with local physicians
- Developed a service delivery model to address needs of families experiencing Postpartum Depression as a participating member of the Success by Six initiative
- Coordinated multiple departmental emergency responses to Severe Acute Respiratory Syndrome (SARS), blackout, outbreaks and fires
- Developed and launched a Mentoring Program for newcomers to Peel
- Opened Tall Pines and Malton Village Long Term Care Centres, including an Adult Day Program at Malton Village
- Completed the Davis Centre dining room expansion, and received approval for the Redevelopment Program at Sheridan Villa Long Term Care Centre
- Established Family Councils and Family Education Nights at each long-term care centre to obtain feedback and offer support to residents' family members
- Implemented an early childhood program for children who are living in shelters and entered into a collaboration with Rotary Club of Mississauga Lakeshore in building a family resource centre at Peel Family Shelter
- Provided Parenting Programs in collaboration with Family Education Centre with a focus on Discipline and Self Esteem
- Developed and implemented a comprehensive Homelessness Service Strategy Business Plan that is serving as a model for other municipalities in their efforts to address homelessness
- Hosted a second Homeless Forum with participation from Human Services, Finance and Planning departments
- Constructed and held the grand opening of the Peel Youth Village — a landmark facility and approach to addressing shelter for youth
- Raised an unprecedented total of \$196,787 during the Regional Employee United Way campaign, and together with the Peel Regional Police campaign had the strongest public sector campaign of all donors with a combined total of \$283,457
- Consistently met the Ministry of the Environment's stringent requirements for water distribution and water treatment in accordance with the Safe Drinking Water Act and the Sewage Systems Act

- Licensed staff according to the Ministry of the Environment water requirements
- Initiated the purchase of the largest ultra filtration, state of the art membrane system equipment for water treatment
- Completed essential level requirements of the Provincial Emergency Management Framework for Communities
- Achieved unanimous Council support to provide and enhance direct delivery of ambulance services
- Added 35,040 annualized ambulance service hours
- Completed Ministry of Health and Long Term Care Service Review for Ambulance which resulted in provisional certification
- Organized the first ever joint art exhibition with the Art Gallery of Mississauga and hosted a major historic exhibition on Group of Seven
- Reached over 13,000 children through art, culture and heritage education programs at the Peel Heritage Complex



Goal 2: Assess and manage all aspects of growth that affect Peel services to ensure a more liveable region

- Completed most components of the Regional Official Plan Strategic Update (ROPSU) including various amendments, such as population and employment forecasts, Oak Ridges Moraine, environmental mapping and Human Services
- Successfully defended, before the Ontario Municipal Board (OMB), the Region's Development Charges By-Law to protect growth related revenue
- Regional Official Plan Amendment (ROPA) 11 adopted to address human service issues facing Peel region — most significant human service amendments ever made to an Official Plan
- Developed a Liveable Peel Service Strategy Business Plan with the intent to better manage growth and growth related issues facing Peel region
- Constructed the York–Peel Feedermain, which is a 2100 mm diameter feedermain between Beckett-Sproule and the new reservoir on Airport Rd (E3)

- Established and awarded a \$32.3 million design/build project for the Northeast Brampton Feedermain and York Peel Feedermain
- Established contracts for a total of \$30 million for the balance of the feedermain from the Beckett Sproule pumping station
- Established twenty out of twenty one contracts in the South Peel Water and Wastewater Capital program committing \$502 million
- Assessed implications of transportation trends on Peel Region (Transportation Tomorrow Survey, Cordon Count)
- Completed a traffic signal network optimization program
- Established a road optimization opportunity between the Town of Caledon and the Region of Peel which includes the maintenance of Heart Lake Road, Colerain Road and Albion Hills Town Line for the Town
- Achieved Dufferin South Arterial Road Agreement with the Towns of Orangeville and Caledon
- Established a Goods Movement Partnership with Peel businesses, transportation companies and senior levels of governments
- Completed four major long-range transportation planning studies: Transportation Demand Management, Transportation for Persons with Disabilities, Goods Movement Study, and Caledon Transportation Study
- Initiated the Smart Commute Program resulting in two Transportation Management Associations in Peel: Mississauga and Brampton/Caledon
- Completed the Hwy 401/Mississauga Road project, joint with Ministry of Transportation (MTO), and received recognition by OPWA as “Project of the Year” Transportation Category over \$10 million
- Played a significant role in preparing the GTA Agricultural Symposium / Action Plan



Goal 3: Preserve, protect and enhance Peel's natural environment and resources

- Commissioned an Air Emission Credit Training Initiative which was presented Region-wide
- Purchased hybrid/gasoline electric vehicles as part of the air quality/anti-smog initiatives for Peel
- Implemented a Vehicle and Equipment Idling Policy stipulating a one minute idle time for all Region of Peel vehicles and equipment
- Introduced advocacy and education initiatives in the areas of Energy Matters including, Standby Generator Workshop and Commercial Building Incentive Program (CBIP) Workshop
- Developed an Energy Retrofit Pilot Plan for Regional assets
- Drafted a Clean Air Plan, which includes a number of internally focused initiatives that will contribute to improving air quality
- Adopted Oak Ridges Moraine policies (OPA 7) within a tight provincial deadline
- Assisted Credit Valley Conservation Authority in the purchase of the "Luna" and "Safari" properties
- Established a protocol on land securement to facilitate securing land with important environmental values
- Developed and launched the Peel Water Story which is a school curriculum that highlights the connections between human and natural water systems
- Established Peel Rural Water Quality Program
- Launched the Region of Peel's Water Efficiency Program, "Water Smart Peel."
- Established and awarded a contract document for the design and construction of the Peel Integrated Waste Management Facility (PIWMF) including, a single stream Material Recovery Facility (MRF) and transfer station
- Completed the opening of the Battleford Community Recycling Centre in June 2004
- Approved expansion of food waste collection to all single family households in Peel

- Established a landmark 10 year waste collection and 20 year waste disposal contract, which supports Regional Council's philosophy for an in-Ontario waste disposal solution
- Diverted ash from incinerated waste to be used in landfill cover and asphalt
- Diverted 45.2% of Peel's waste from landfills



Goal 4: Contribute to a strong regional economy

- Continue to receive a Triple-A Credit Rating, maintain competitive water/wastewater rates and exceed investment market rate returns
- Initiated development of asset and reserve management strategies that will inform future financial decision-making
- Received Ministry of Health and Long-Term Care expansion dollars for Peel Manor's Adult Day Program
- Finalized and secured additional funding under the Affordable Housing Program
- Received three successful Joint Emergency Preparedness Projects (JEPP) grants
- Achieved or exceeded funding level targets and were successful in generating additional Provincial and Federal revenues, and successfully advocated for the Children's Aid Society (CAS) to increase their contribution toward funding for CAS clients
- Negotiated the sale of ambulance business with the two operators and completed the transition to provide direct delivery of Ambulance Services without any loss of staff
- Improved cost recovery by implementing a new drop-off fee structure at the Community Recycling Centres
- Continue to develop strategies and work with the provincial government to address the use of Peel Regional tax and revenues for programs and services for which Council is accountable
- Tendered capital works projects (including road, watermain and sanitary sewer works) for a combined total of \$103 million
- Evaluated the Corporate Planning Process to determine improvements that will strengthen the connection to the financial planning processes



Goal 5: Be a citizen-focused Regional government

- Developed a comprehensive Citizen-Focused Service Strategy Business Plan to support access, service delivery and citizen involvement objectives
- Implemented a single point of access for Preschool Special Needs referral system in Peel
- Amalgamated Peel Non-Profit Housing Corporation (Peel Living) with Peel Housing Corporation in partnership with the Housing Department
- Implemented Routine Universal Comprehensive Screening protocol at two formal points — all 48 hour telephone contacts and all first face-to-face contacts in Healthy Babies Healthy Children Program
- Initiated a process to streamline call centres in an effort to create a primary access point for Peel citizens
- Continue to assess and manage employee commitment and implement actions to address issues
- Implemented new job structure and job evaluation process that better reflects current market
- Established a “Meeting Well” program to address some of the workload and decision-making challenges faced by employees
- Created a Talent Development Program to support succession management and professional development
- Held a successful Corporate Volunteer Recognition event for 400 plus volunteers in 2004
- Conducted assessment of the Public Health Volunteer Program, which will serve as input into the development of a corporate-wide volunteer strategy
- Introduced the Region’s first E-newsletter and electronic media clippings
- Approved, and in the process of implementing *Making Way*, the Region’s accessibility plan under the *Ontario Disabilities Act* (ODA)
- Implemented, in partnership with Halton Region, an Automated Vehicle Location system for Ambulance and Emergency Programs in one week

- Developed a partnership between Ontario Works in Peel, (OWIP) and two private consultants, to deliver a component of the provincial Advanced Caseworker and Management Support Program training, resulting in Peel's Ontario Works trainers providing caseworker training across the province
- Entered a partnership with Sheridan College to build a new child care centre and a High Scope Training Centre on the Davis Campus
- Established relationships with Area Municipal staff to further significant initiatives, including the Strategic Plan and the Regional Official Plan Strategic Update
- Engaged Peel Regional Police and OPP in Ontario Municipal Benchmarking Initiative (OMBI)
- Established CIO Role, including Business Case framework and approval process for information and technology initiatives
- Implemented "easier-to-use" Geographic Information System (GIS) solutions for Children's Services and the Child Development Resource Centre of Peel
- Connected 200th site to the Public Sector Network (PSN)
- Established the Peel Data Centre including a consortium for the acquisition and dissemination of Canadian Social Data Strategy information
- Implemented improvements to financial reporting databases which included incorporating staffing, cash flow and purchase order/vendor contract linkages to the databases
- Established a partnership between Public Works and the Ambulance and Emergency Programs to bring the ambulance fleet maintenance service in-house
- Developed and piloted the Service Improvement approach which assesses and manages process and customer data
- Implemented 19 out of 21 best practices for the Roads Program identified by Ontario Municipal Benchmarking Initiative's (OMBI) Road's Expert Panel
- Established CAO Measures within the Ontario Municipal Benchmarking Initiative (OMBI)

Awards won by the Region of Peel 2004–2005

An extensive list of awards, bestowed on Region of Peel employees, programs and services each year, illustrate why the Region is widely recognized as one of the best run governments in Canada. Among the many notable awards received by the Region between 2004 and 2005 are a number of awards from larger provincial, national and international bodies that recognize the highest level of broad program achievement:

- Canada Award of Excellence (CAE) Silver Award for the Region's commitment to continuous improvement — first government in Canada to achieve this recognition
- Canada Post Literacy Award for Educators to the Early Years Literacy Specialist for her work in the field of literacy programs
- Canadian Council on Health Services Accreditation Award (2004–2007) for the accreditation of the Region's five long-term care centres
- Canadian Council on Health Services Accreditation (CCHSA) Best Practice Recognition of Long Term Care Diversity Handbook
- Canadian Public Relations Society (CPRS) (Toronto) Awards of Communication Excellence (ACE) — Bronze Award for Painted in Peel: The Peel Landscape By the Group of Seven and Their Contemporaries
- Canadian Public Relations Society (CPRS) (Toronto) Awards of Communication Excellence (ACE) — Bronze Award for the Region of Peel Employee Orientation Package
- Canadian Urban Transit Association (CUTA) — Employee Excellence Award to an employee for saving a TransHelp passenger's life
- Dalton Pen Communications Awards: Award of Honour for the Children's Services Information Package
- Government Finance Officer Association (GFOA) Distinguished Budget Award for the 2004 Capital and Current Budget document

- Institute of Internal Auditors Quality Assurance Accreditation to Region's Internal Audit division — first municipality in Canada to achieve this recognition
- Institute of Internal Auditors Recognition of Commitment (ROC) Award the Internal Audit Division — one of only twelve internal auditing departments in the world to receive the award in 2005
- International Association for Business Communication (IABC) Gold Quill International Award of Excellence for Smoke Free Bars
- International Association Business Communicators (IABC) Gold Quill Awards: Ovation Award of Excellence for the Region of Peel SARS Response
- International Association Business Communicators (IABC) (Toronto) OVATION Award of Excellence for Stop Childhood Obesity Now
- National Quality Institute (NQi) Progressive Excellence Program Award (PEP) Level III for Region's commitment to continuous improvement
- Outstanding Leadership in Sustainable Energy Practices 2005 awarded by the Minister of Energy
- National Quality Institute (NQi) Progressive Excellence Program Award (PEP) Level III for Region's commitment to continuous improvement
- Ontario Good Roads Association (OGRA) — Innovation Management Award for One Stop Student Training Program
- Ontario Non-Profit Homes and Services for Seniors (OANHSS) Workplace Quality Award presented to Peel Health, Long Term Care
- Ontario Public Works Association (OPWA): Project of the Year Award for Highway 401 and Mississauga Road interchange reconstruction and road improvements project
- Ontario Water Works Association's (OWWA) Water Efficiency Committee's Public Sector and Utility Water Efficiency Award for the Region of Peel's Water Efficiency Program
- Public Sector Quality Fair (PSQF) Gold Award (2004) for the Region's Corporate Planning Process

- Public Sector Quality Fair (PSQF) Gold Award (2005) for the Region's Service Improvement Approach
- Recycling Council of Ontario (RCO) — Waste Diversion Program Award for Region of Peel — Brampton Recycling Centre (CRC)
- Rotary Centennial Service Award for Professional Excellence 2004–05 to the Commissioner of Social Services
- Salt Institute Award — 2004 Excellence in Salt Storage Award for Excellence in Salt Storage
- Top Ten Public Works Leaders (2005) awarded by the American Public Works Association (APWA) to the Commissioner of Public Works
- Transportation Association of Canada — 2004 Committee Chair's Award to Commissioner of Planning for services to transportation in Canada

*For more information, contact
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Notes

Regional Councillors



Regional Chair Emil Kolb
Region of Peel



Councillor Eve Adams
Mississauga Ward 5



Councillor George Carlson
Mississauga Ward 6



Councillor Carmen Corbasson
Mississauga Ward 1



Councillor Frank Dale
Mississauga Ward 4



Councillor Susan DiMarco
Brampton Wards 3 and 4



Mayor Susan Fennell
City of Brampton



Councillor Annette Groves
Caledon Ward 5



Councillor Nando Iannicca
Mississauga Ward 7



Councillor David Lyons
Caledon Ward 2



Councillor Katie Mahoney
Mississauga Ward 8



Mayor Hazel McCallion
City of Mississauga



Councillor Gael Miles
Brampton Wards 7 and 8



Councillor Elaine Moore
Brampton Wards 1 and 5



Mayor Marolyn Morrison
Town of Caledon



Councillor Patricia Mullin
Mississauga Ward 2



Councillor Paul Palleschi
Brampton Wards 2 and 6



Councillor Richard Paterak
Caledon Ward 1



Councillor Maja Prentice
Mississauga Ward 3



Councillor Pat Saito
Mississauga Ward 9



Councillor John Sprovieri
Brampton Wards 9 and 10



Councillor Nancy Stewart
Caledon Wards 3 and 4

Contact Information

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