

Strategic Plan 2003-2006



Fast Forward Peel



Building a **Strong Community** Together

 **Region of Peel**
Working for you

Regional Values

*“Values are bone deep and
as natural as breathing”*

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.

A Message from Emil Kolb

Regional Chair



On behalf of Peel Regional Council, Regional staff and our many community partners, I am pleased to present our fourth Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*.

Charting our course over the next three years, this Strategic Plan will guide Council and staff through an ever-changing environment. It will keep us focused and on track as we move firmly forward with our community partners in delivering high quality programs and services to the citizens of Peel Region.

During the term of our previous Strategic Plan, the Region assumed much in the way of additional programs and services. *Fast Forward Peel: Building a Strong Community Together* builds on these achievements and connects more closely with area municipal plans, enabling the Region to establish priorities that support a broad range of interests.

This region is experiencing tremendous growth and opportunity and this new plan aims to harness those strengths to the benefit of the entire community. Connectivity to our citizens, area municipalities, and other stakeholders is key to the plan's success which calls for co-ordinated and co-operative partnerships and underscores our commitment to building a community that is in keeping with the Regional Official Plan and the official plans of the area municipalities.

Implementing this important strategic document will enable the Region of Peel to move strongly into the future with great confidence and assurance that the needs of the community are well met for years to come.

A handwritten signature in black ink that reads "Emil Kolb." The signature is fluid and cursive.

Emil Kolb
Regional Chair



A Message from Roger Maloney

Chief Administrative Officer

Linking the Region's strengths with those of the community enables us to move forward on building a strong community together. That's the key message in our newest Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*, which expands on the successes of our three previous plans. It is a road map for well-managed change that recognizes the issues and trends facing the Region and prepares our many programs and services to better meet the increased demands and expectations of those we serve.

In developing this impressive strategy, we connected with community stakeholders and received valuable feedback that significantly contributed to the plan's strength. I want to express my appreciation to everyone—our Regional Councillors, employees, volunteers and community stakeholders—who jointly forged this outstanding living document that moves the Region solidly forward on the path to continued excellence in service delivery for our citizens.

As with everything we do at the Region, we applied our continuous improvement philosophy to the development of this fourth Strategic Plan. One improvement in particular was to use the Service Strategy Business Plans developed in 2003 to inform the Strategic Plan. In this manner we strengthen the connection between the everyday work in the departments and the Strategic Plan, as outlined on page five. We have also introduced a management system that closely monitors the Region's progress in fulfilling the goals and actions of these plans.

By linking the Region with the many strengths in our community, we leverage our joint efforts and achieve new heights in serving our community through leadership, partnership, commitment and excellence.

A handwritten signature in black ink, appearing to read 'R. Maloney', written in a cursive style.

Roger Maloney
Chief Administrative Officer

A Message from Gael Miles

Regional Councillor, Wards 7 & 8, City of Brampton



As Chair of the Management Committee and a resident of Brampton for more than 30 years, I am excited to share with you the Region's fourth Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*.

The countless hours of collaboration with Regional staff, Councillors, volunteers and stakeholders in the Cities of Brampton and Mississauga and the Town of Caledon were key in developing the most comprehensive plan in my past 13 years as Regional Councillor. As the Region begins to implement its Strategic Plan over the next three years, support and collaboration among the area municipalities will be essential in ensuring that programs and services at all levels of government remain sound and sustainable.

Seeking the input of the community every step of the way in addressing the changing needs and priorities of the more than one million citizens who work and live in Peel, the plan outlines what the people of Peel feel is most important and ensures that we strengthen the alignment of priorities and resources in the Region. It continues to build upon client and customer-focused services.

I am proud of the hard work that went into this plan and believe it to be one of our strongest plans to date.

As a representative of Wards 7 and 8, I look forward to working with my fellow Regional Councillors and staff over the coming years. Working together to improve community programs and services, we can all share in the satisfaction of making the Region of Peel stronger, creating a healthier, more vibrant and economically viable community to enjoy in the many years to come.

A handwritten signature in black ink that reads "Gael Miles".

Gael Miles
Regional Councillor, Wards 7 & 8
City of Brampton

Everyday Stories | Making the Connection

▶▶ *Affordable Housing Vital for Community Safety and Well-Being*

For Alfred “Bud”, Millbrook Place, the Region’s newest modest-income housing complex for seniors and singles in Mississauga is “just the greatest place to live.” Although illness and gambling caused Bud to become homeless, it wasn’t long before staff in Housing and Property arranged to move him first to a shelter, and eventually to Millbrook Place, which has given him a new sense of purpose. With his illness under control, Bud volunteers his time by participating in social activities and helping fellow residents whom he regards as his new family. “The staff and counsellors made this happen for me,” Bud says.



“We’ve always recognized the need for safe and decent housing that Peel’s lower income households can afford, since the inception of our Regional government in 1974. It’s not unusual for Peel Region staff to go the extra mile to help residents find decent housing and get their lives in order.”

Regional Councillor Pat Mullin,
Housing and Property Committee Chair

Strategic Planning at the Region of Peel

Strategic Plan Framework



The Vision is defined as the community's vision and purpose stated in powerful, memorable terms

The Mission is defined as the Region's contribution towards achieving the community's vision

Goals are the results the Region wants to achieve in each of its areas of interest/responsibility (the what)

Strategic Actions are the ways the Region will contribute to making the goals happen (the how)

Success Indicators are the measures to demonstrate achievements

Connecting to Peel



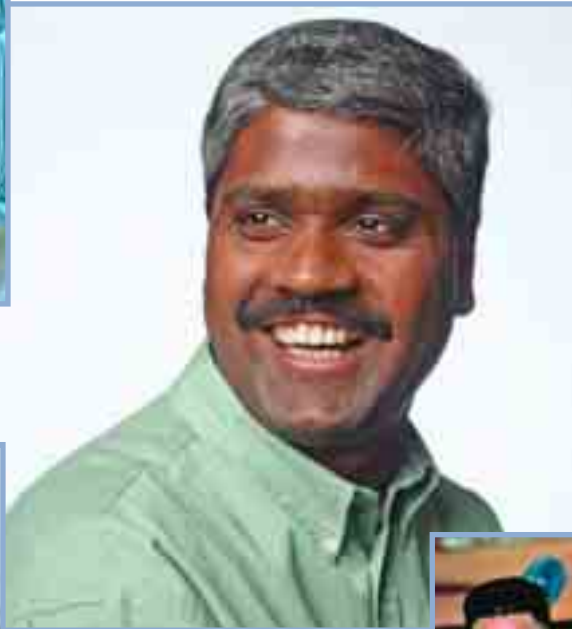
From the country charm of the Town of Caledon to the bustling neighbourhoods in the Cities of Brampton and Mississauga, the Region of Peel is dedicated to nurturing quality of life for its citizens through the delivery of efficient, effective and excellent services and programs.

Over one million people make the Region their home and count on it for essential services like water, roads, sewage, housing, ambulance, health, child care and social assistance. With the numbers expected to grow to 1.4 million by 2021, Regional Council is committed to ensuring that these important services keep pace with community needs.

The Region serves a geographical area of 1,225 square kilometres that spans the boundaries of Brampton, Mississauga and Caledon. The co-ordination of services across all three municipalities lies with the Region which ensures that service levels remain consistent and programs are accessible.

Strong ties with community agencies, enterprises and governments are a key component of the Region's successes. From area municipalities to local hospitals, the solid relationship the Region enjoys with community stakeholders has been a tremendous asset in effectively

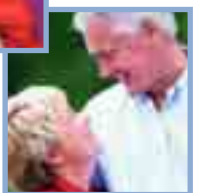




planning for the future and ensuring that services continue to be well managed and accessible and address the community's health, social well-being and safety.

As a champion of accessible and accountable government, the Region is among the elite in municipal governments in Canada. It is the first government in Canada to receive Level 3 designation through the National Quality Institute's Progressive Excellence Program and has won many accolades for its services. It has enjoyed a Triple-A credit rating for several consecutive years and is able to provide its citizens with stable taxes.

Cont'd on pg. 9



Everyday Stories | Making the Connection

▶▶ *Planning Services Instrumental in Shaping a Liveable Region*

There are many diverse challenges at the Region, focusing on the demands of growth; protecting environmental, agricultural and natural resources; and achieving a more sustainable land use and transportation system. Planning services are all designed to conserve current resources for Peel residents, as well as preparing for long-term growth. Projects include: the Regional Official Plan, transportation planning for the safe and efficient movement of people and goods, research and studies, and community programs such as Geographic Information Systems Day and the Peel Children's Water Festival.



"We rely on Planning services to manage and set in motion a course of action for the Region and all residents. Planning gives us insight into trends, issues and developments that have an impact on everything that makes our community liveable."

Regional Councillor Elaine Moore,
Planning Committee Chair

Cont'd from pg. 7

Taxes as well as utility rates, help the Region provide the following essential services:

- 9-1-1
- Ambulance and Emergency Programs
- Affordable rental housing
- Art Gallery of Peel, Region of Peel Museum, Region of Peel Archives and the historic Peel County Courthouse
- Growth management and Regional land use planning
- Long-Term Care facilities and programs for seniors
- Peel Regional Police, including crime prevention and control
- Planning, design, construction and maintenance of Regional roads
- Public Health
- Recycling, waste collection, disposal and diversion
- Shelters for the homeless
- Social assistance and employment programs through Ontario Works in Peel
- Social Housing
- Subsidized child care in over 270 licensed non-profit programs throughout the Region of Peel
- TransHelp, for people physically unable to access regular transit
- Water and Wastewater Services

A broad range of corporate services provide support to operating departments, Council, area municipalities, and other service providers. The advice and counsel offered by such services as Clerk's, Communications, Finance, Human Resources, Information and Technology, Legal and Property Management bring tremendous value to Council and other organizations.

Everyday Stories | Making the Connection



Public Works Ensures Water Quality and Safety for Peel

Staff in Public Works is vigilant about ensuring safe drinking water and is alert of the need to protect this precious resource and the environment. The Systems Operations team implemented an award-winning, innovative method to sustain water quality more effectively in the distribution system and reduce the volume of treated water discarded in the process. This approach demonstrates the Region’s continuous improvement efforts in service delivery, environmental protection, and public health and safety.



“There are no shortcuts to ensuring a safe and secure supply of drinking water for our citizens. We’re indebted to the Public Works people for their diligent efforts in protecting the integrity of water supply and quality.”

Regional Councillor Maja Prentice,
Public Works Committee Chair

Fast Forward Peel:

Building a Strong Community Together



Vision

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

Mission

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

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

Fast Forward Peel:

Building a Strong Community Together



Strategic Actions



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

- 1.1 Invest in prevention strategies and actions that address root causes of health and social issues
- 1.2 Support individuals and families in meeting their health and social needs
- 1.3 Develop and partner with others to create a range of affordable housing opportunities
- 1.4 Advocate and plan for human services to meet changing needs
- 1.5 Protect the health and safety of people and property
- 1.6 Coordinate effective Regional emergency planning and service delivery
- 1.7 Collect, preserve and facilitate understanding of Peel's culture and heritage



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

- 2.1 Assess and manage the environmental, human service and financial impacts of growth as it relates to the provision of Regional services
- 2.2 Ensure that Regional infrastructure can be provided and maintained in existing and planned communities
- 2.3 Partner with municipalities, other governments and agencies to ensure the efficient and sustainable use of land
- 2.4 Optimize the use of Regional infrastructure and services
- 2.5 Partner with all levels of government to develop accessible, affordable and integrated transportation and transit systems
- 2.6 Conserve Peel's agricultural and natural resources while providing for growth



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

- 3.1 Implement strategies for education and outreach on environmental issues
- 3.2 Implement strategies to improve air quality
- 3.3 Manage energy use, and create and implement conservation measures
- 3.4 Protect significant natural features and environmentally sensitive areas
- 3.5 Support the preservation of natural heritage systems
- 3.6 Protect the quantity and improve the quality of water resources
- 3.7 Minimize waste to reduce its impact on the environment



Goal 4: Contribute to a strong regional economy

- 4.1 Ensure that financial planning supports the delivery of existing and planned Regional services
- 4.2 Ensure competitive Regional tax and water/wastewater rates
- 4.3 Develop an asset and reserve management strategy
- 4.4 Secure funding from other levels of government and the private sector for Regional services
- 4.5 Work with other governments to ensure fair and equitable tax policies
- 4.6 Advocate that the Regional tax and revenues are used only for program and service funding for which Regional Council is accountable
- 4.7 Support the regional economy through strategic investment in infrastructure and human services



Goal 5: Be a citizen-focused Regional government

- 5.1 Invest in our workforce and recognize the value of Region of Peel employees
- 5.2 Increase awareness of Region of Peel programs and services
- 5.3 Improve access to and delivery of Regional services
- 5.4 Contribute to creating a receptive, accessible community that ensures full participation of individuals with disabilities
- 5.5 Implement a strategy to effectively engage volunteers
- 5.6 Partner with the area municipalities, other levels of government, agencies and the private sector to streamline delivery of Regional services and fulfill legislative requirements
- 5.7 Maintain a progressive continuous improvement process

Everyday Stories | Making the Connection



Region and Goodwill Unite to Manage Reusable Material and Create Jobs

The Public Works department has joined forces with residents and Goodwill Industries to help manage waste, recycle reusable merchandise and provide vocational programs and services to people who face employment barriers. In partnership with Ontario Works, Goodwill offers training and job opportunities at Peel's Community Recycling Centres (CRCs) in Brampton and Bolton, both with Reuse Retail Stores. The organization has turned a janitorial contract into a beneficial training program to help Ontario Works clients acquire job skills and open opportunities for them to enter the workforce. Public Works has also recommended that Goodwill operate the current Battleford CRC and future CRCs planned for Clarkson and Heart Lake.



"Our agreement with Goodwill Industries to operate Community Recycling Centres offers considerable benefits to residents for waste management and helps create jobs for people who need basic training and work skills."

Regional Councillor David Lyons,
Waste Management Subcommittee Vice-Chair

Managing Our Successes



The Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*, is managed through the Corporate Planning Process. This comprehensive process is composed of three key elements, the Strategic Plan itself, Service Strategy Business Plans (SSBPs) and the budget process.

The Strategic Plan guides the work of the Region of Peel as an organization and is renewed every three years with the term of Regional Council. The SSBPs are the second element of the process which guides the work of departments and are clearly aligned to the Strategic Plan. The third element is the budget process which consists of the resource requirements, both financial and human to fulfill the plan.

Through the use of a management system, the Region of Peel is able to track goals and actions based on our success indicators. Furthermore, a communication protocol will be developed to ensure Regional Council, community partners, Regional employees and citizens who live and work in Peel are aware of our progress and successes.

Overall Corporate Planning Process

How often completed	Process and Products	Contents
Every term of Council (3 years)	<div style="border: 1px solid black; padding: 5px; text-align: center;">Strategic Plan Strategic Plan Management System</div>	Goals, Strategic Actions & Indicators
Annual update and renewal every 3 years	<div style="border: 1px solid black; padding: 5px; text-align: center;">Service Strategy Business Plan SSBP Management System</div>	Objectives, Strategic Actions, Actions, Core Business Services, Indicators Tasks and resources required to fulfill Objectives, Strategic Actions, Actions, Core Business Services
Annually	<div style="border: 1px solid black; padding: 5px; text-align: center;">Budget</div>	Resource requirements, both financial and human to fulfill the plan

Everyday Stories | Making the Connection

▶▶ *Volunteers Provide Invaluable Link for a Healthy Community*

The Region definitely has cause to celebrate during the annual National Volunteer Week every April. Currently, more than 1,000 volunteers forge valuable links between the Region and residents, particularly when it comes to community health and well-being. A case in point is Kam, a dedicated Public Health volunteer who continues to provide special support to Amerdeep, a Brampton resident and recent immigrant, who desperately needed help caring for twin baby girls, while her husband worked shifts. “Kam came as a stranger, volunteered for a minimum three hours a week, and now she is a very good friend,” says Amerdeep. “Whatever Public Health Volunteer Services has done for me was just great. It has inspired me to volunteer and give back to my community.”



“Whether it’s supporting Healthy Babies, Healthy Children, or staffing the Region’s Heartmobile for workplace visits, volunteers play a significant role in helping nurture public health throughout the community.”

Regional Councillor Susan DiMarco,
Human Services Committee Chair

Executive Management Team



Roger Maloney
Chief Administrative Officer



R. Kent Gillespie
Commissioner of Corporate
Services and Regional Solicitor



Peter Graham
Commissioner of Health



Dan Labrecque
Treasurer and Commissioner
of Finance



Laura Nashman
Commissioner of People,
Information and Technology



David Szwarc
Commissioner of
Social Services



Nicholas Tunnacliffe
Commissioner of Planning



Keith Ward
Commissioner of Housing
and Property, General
Manager, Peel Living

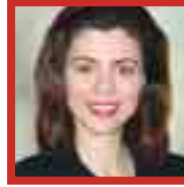


Mitch Zamojc
Commissioner of Public Works

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 Iannica
Mississauga Ward 7



Councillor David Lyons
Caledon Ward 2



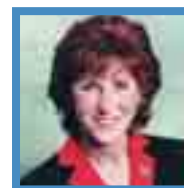
Councillor Katie Mahoney
Mississauga Ward 8



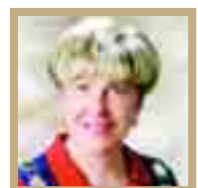
Mayor Hazel McCallion
City of Mississauga



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 Paleschi
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

- ◆ **Region of Peel**
905-791-7800
- ◆ **City of Brampton**
905-874-2000
- ◆ **Town of Caledon**
905-584-2272
- ◆ **City of Mississauga**
905-896-5000

Key Regional Phone Numbers

REGION OF PEEL

General Information905-791-7800
Access Peel	
Customer Service905-791-7800, Ext. 4636
Office of the Chief	
Administrative Officer905-791-7800, Ext. 4312
Child Care Info Peel905-890-9432
Health Line Peel905-799-7700
Ontario Works in Peel905-793-9200
Peel Living905-453-2500
TransHelp905-791-1015
Regional Clerk905-791-7800, Ext. 4325
Regional Planning905-791-7800, Ext. 4347
Wasteline905-791-9499
Peel Heritage Complex905-791-4055
Waste and Wastewater Billing Inquiries	
Brampton/Mississauga905-791-8711
Caledon905-584-2216

KEY ACCESS CONTACT INFORMATION

Public Works 24-Hour	
Emergency Services905-791-7800*
Caledon residents can call	
the Region905-584-2216*

* Including water, wastewater, and road operations

POLICE

Peel Regional Police905-453-3311
Ontario Provincial Police	
(O.P.P.) Caledon905-584-2241

REGION OF PEEL INTERNET

E-mail: info@peelregion.ca

Web site: peelregion.ca

Over 1 million people

Over 150,000 calls handled by our Corporate Call Centre

Approximately 90,000 ambulance calls

3,287 kilometres of watermain

587 children in our child care centres

1,497 kilometres of single lane roads

477 long-term care residents

30,338 flu vaccines administered

238,000 TransHelp trips per year

6,907 non-profit rental housing units

3,500 Regional employees

30 years of Regional government

5 goals

34 strategic actions

One common Mission

One common Vision

Building a **Strong Community** Together



For more information contact Janine Elias Joukema, Director, Strategic Initiatives,
by phone at 905-791-7800, Ext. 4961 or by e-mail at
janine.eliasjoukema@peelregion.ca

Strategic Plan 2003-2006



 **Region of Peel**
Working for you