

APPENDIX I – DRAFT STRATEGIC PLAN WITH AMENDMENTS

EMT REPORT – NOVEMBER 30, 2010

STRATEGIC PLANNING CYCLE 2011-2014 – REGIONAL COUNCIL DELIVERABLES

Region of Peel

Draft Strategic Plan

2011 - 2014

Strategic Issues

1. Increased opportunity for Peel to play a leadership role in public policy and advocacy for its citizens.
2. Competing priorities and demands for Peel's resources while complying with legislated requirements.
3. Peel's demographics are changing (e.g. aging, immigration).
4. Peel is expecting continued growth thereby placing increased demands on the Region of Peel.
5. Inadequate choice of travel modes to efficiently move people and goods through and within Peel resulting in traffic congestion.
6. Climate change is affecting the way we live and do business, e.g. increase in annual/seasonal temperatures, more frequent and intense weather events.
7. Fossil fuel resources are being depleted; continued use has high costs and hazardous impact on the environment.
8. Peel is impacted by changes in the national / global economy.
9. Inadequate funding for Regional services in response to a growing community.
10. Increase in the number and the intensity of natural and human-made hazards (e.g. environmental, climate, health emergencies, etc.).
11. The Region of Peel is committed to being a leader in public sector management and leaders within specific areas.

Revised Strategic Plan – Recommendations

Vision:

Peel will be a sustainable, 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, innovation, advocacy, partnerships and public service excellence.

Goals:

1. Protect, enhance and restore the environment.

Actions:

- 1.1 Demonstrate leadership in responsible environmental management practices and energy use.
- 1.2 Minimize impact of waste.
- 1.3 Improve air quality, mitigate and adapt to climate change.
- 1.4 Protect and restore water resources, significant natural heritage and environmentally sensitive areas.
- 1.5 Support the viability of Peel's agricultural resources.

2. Build a resilient community.

Actions:

- 2.1 Increase affordable housing options.
- 2.2 Strengthen services and resources to respond to the needs of vulnerable people.
- 2.3 Invest in prevention strategies to address social issues.
- 2.4 Integrate planning and delivery of housing and social services in Peel.
- 2.5 Invest in people to enable participation in the changing community and economy.

3. Improve the health of Peel's community.

Actions:

- 3.1 Invest in prevention strategies to address health issues.
- 3.2 Enhance and deliver services to meet the evolving health needs of the community.

3.3 Ensure safe water, waste water and sanitation systems.

Requested Change – To move this action from the Community Health Goal #3 to the Environment Goal #1 to create a clearer line of sight to the strategic plan for Public Works employees – Suggestion raised by Dan Labrecque in response to concerns flagged by some Directors.

- 3.4 Influence community design to promote health.

4. Support and influence sustainable transportation systems.

Actions:

- 4.1 Ensure adequate arterial roads infrastructure to support existing and changing transportation needs.
- 4.2 Collaborate with other levels of government and agencies and influence solutions.
- 4.3 Support improved and integrated active transportation, transit and land use systems to effectively move people and goods throughout Peel.
- 4.4 Enable barrier-free transportation within Peel.

5. Build an inclusive and cohesive Peel community.

Actions:

- 5.1 Integrate Heritage, History and Arts planning.
- 5.2 Create connections among Peel's communities of interest.
- 5.3 Create awareness and celebrate cultural diversity and common values in Peel.

5.4 *Contribute to creating a receptive, accessible community that ensures full participation of individuals with disabilities.*

Requested Change – To add the above strategic action. This action was included in 2002-2006 Strategic Plan as a result of consultation with the Accessibility Committee. It was not included in 2007-2010. It is requested that the action be reinstated to reflect work in this area – Suggestion raised by Carol Reid/ Jeff Payne on behalf of Accessibility Committee .

6. Ensure a safe Peel community.

Actions:

- 6.1 Strengthen Regional emergency management.
- 6.2 Manage infrastructure to ensure a safe, living/ working environment for the citizens, businesses and employees of the Region of Peel.
- 6.3 Collaborate with other governments and organizations to support public safety.

7. Strive for continued excellence as a municipal government

Actions:

7.1 Ensure financial sustainability of Regional services.

7.2 Demonstrate accountability by measuring performance and reporting outcomes.

Requested Change – To amend existing action to include a reference to “making evidence informed decisions” – Suggestion raised by Steve VanOfwegen further to discussions with David Szwarc.

Proposed New Strategic Action – Demonstrate accountability by making evidence informed decisions, measuring performance and reporting outcomes.

7.3 Collaborate with other levels of government to deliver services, influence public policy and achieve our strategic goals.

7.4 Effectively engage community to build trust and confidence in the Region of Peel.

7.5 Attract and invest in a skilled, engaged and diverse workforce.

7.6 Manage growth through long-term integrated planning.

7.7 Ensure services are focused on enabling the highest value through proactive and coordinated planning and delivery.

Requested Change – To add the above strategic action to create clearer line of sight for employees working in internal services departments – Suggestion raised by Kent Gillespie and Norma Trim

