
DATE: February 9, 2011

REPORT TITLE: **DRAFT OF THE REGION OF PEEL STRATEGIC PLAN AND TERM OF COUNCIL PRIORITIES: 2011 TO 2014**

FROM: David Szwarc, Chief Administrative Officer

RECOMMENDATION

That the final draft of the Strategic Plan and Term of Council Priorities: 2011 to 2014, attached as Appendix 2 and 3 of the report of the Chief Administrative Officer, dated February 9, 2011, titled "Draft of the Region of Peel Strategic Plan and Term of Council Priorities: 2011 to 2014", be approved;

And further, that staff report back to Regional Council outlining the progress made on the Term of Council Priorities semi-annually;

And further, that staff engage Council to review the Term of Council Priorities annually prior to the consideration of the Regional budget.

REPORT HIGHLIGHTS

- The Region of Peel has a strong history of strategic planning. Staff recently reported to Council on the performance of Strategic Plan V: 2007-2010 on January 13, 2011.
- Council workshops were held on January 20, 2011 and February 3, 2011 to obtain input from Regional Council on the draft Strategic Plan and Term of Council Priorities: 2011 to 2014, which were provided at the January 13, 2011 Regional Council meeting.
- This has resulted in a final draft of the Strategic Plan and Term of Council Priorities: 2011 to 2014. Both documents support the Region's Strategic Planning Cycle for 2011 to 2014.
- The Strategic Plan provides long-term direction through Vision, Mission, and Goal statements while Term of Council priorities have been introduced for Council to set specific direction for the first four years of the Strategic Plan.
- Future budget processes will align resources and recommend the investments necessary to achieve the Term of Council Priorities and operationalize the Strategic Plan.
- Over the term of Council staff will monitor and report on the progress in meeting the goals and actions of the Strategic Plan and Term of Council Priorities outcomes.

DISCUSSION

1. Background

Strategic planning is a fundamental component of the Region's corporate planning process known as Integrated Planning. There have been five different Strategic Plans at the Region

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and each version was built on the strengths of previous versions. To close-out the previous Strategic Plan, the report titled "Strategic Plan V: 2007-2010 Final Report and Forecasted 2010 Financial Close-Out" was prepared for the January 13, 2011 Regional Council meeting to describe the outcomes and successes achieved during Strategic Plan V (Received under Council resolution 2011-21).

The Strategic Plan and Term of Council Priorities were identified as key elements in the December 16, 2010 Council Report titled "Strategic Planning Cycle for 2011-2014". The Strategic Plan provides long-term direction through Vision, Mission, and Goal statements while Term of Council priorities have been introduced for Council to set specific direction for the first four years of the Strategic Plan.

The Region's Strategic Planning Cycle will engage Council in strategic policy and financial management decision making throughout the Term of Council (Appendix I). The process allows for integration of planning across the organization aligned to Council's strategic goals and priorities. The budgeting process will then provide the resources to deliver on Council's strategic priorities and operationalize the Strategic Plan.

At the December 16, 2010 Regional Council meeting, staff were directed to convene a workshop(s) for members of Regional Council to develop future priorities as part of the Strategic Planning process for 2011-2014. At the January 13, 2011 Council meeting, the report titled "Process to Develop the Region of Peel Strategic Plan and Term of Council Priorities: 2011 to 2014" included a first draft of the Strategic Plan and Term of Council Priorities that was prepared by staff for Regional Council to discuss at the January 20 and February 3, 2011 Special Regional Council meetings, prior to approval by Regional Council.

The January 20, 2011 Special Regional Council meeting featured a plenary session highlighting demographic, social, and economic trends affecting Peel. This was followed by departmental presentations on program issues and emerging trends. The information provided set the context for facilitated break-out discussion groups with Regional Councillors to provide feedback and suggestions on the first draft of the Strategic Plan.

Subsequently, staff prepared a second draft of the Strategic Plan which was presented to Regional Council at the February 3, 2011 Special Regional Council meeting. Further refinement of the draft based on input from Regional Council resulted in the recommended final draft (Appendix II). Following the presentation, Regional Councillors provided comments in facilitated break-out groups on the draft Term of Council Priorities. Appendix III contains the recommended final draft of the Term of Council Priorities.

All of the presentations from the two Special Regional Council meetings can be found on the Region's website as follows:

<http://www.peelregion.ca/finance/2011-budget/index.htm>

2. Final Draft of the Strategic Plan

The following were common themes expressed by Regional Councillors across all break-out sessions on the draft Strategic Plan at the January 20, 2011 Council Workshop and were incorporated into the final recommended draft Strategic Plan (Appendix IV includes a full description):

- Advocate to other levels of government.

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- Educate our community about the challenges the Region faces and Regional services.
- Build stronger partnerships.
- The Strategic Plan should be a plain language document.
- Maintain economic sustainability for the Region.
- Focus on strengthening/building communities.

The Strategic Plan includes a vision for Peel and mission outlining the role of the Region of Peel in achieving that vision. There are seven broad goals which define what the Region will do to deliver its mission. Each of the goals has a number of supporting strategic actions that describe how the goals will be undertaken.

3. Final Draft of the Term of Council Priorities

The following were common themes expressed by Regional Councillors across all breakout sessions on the draft Term of Council Priorities at the February 3, 2011 Special Regional Council meeting:

- A strong need for the Region to educate the public on the challenges in Peel, the Regional programs and services available, and the issues related to funding.
- A strong desire to better understand Regional services, what businesses we are in and what businesses we should be in.
- Need to focus on building partnerships with other levels of government and other agencies; realizing that the Region cannot do it all.
- Need to understand roles and responsibilities, delegation of authority, financial accountability: Who does what? Who funds what?

The common themes were used to refine the draft Term of Council Priorities and will inform the preparation of a timeline to implement the Priorities.

The draft Term of Council Priorities provides high level priorities, outcomes, target setting, and actions for specific areas of focus. The Priorities are aligned to strategic actions of the draft Strategic Plan.

To implement the actions in the Term of Council Priorities, future budget processes will align resources and recommend the investments necessary to continue to deliver existing services in the community while also making progress on the Term of Council Priorities.

4. Next Steps

Upon approval of the final draft of the Strategic Plan and Term of Council Priorities, the Strategic Plan will be published and distributed. Both documents will be available at the Region's website www.peelregion.ca.

Over the term of Council staff will monitor and report on the progress in meeting the goals and actions of the Strategic Plan and Term of Council Priorities outcomes. Results will be reported to Council semi-annually.

Staff will engage Council on the Term of Council Priorities through a Council Workshop annually prior to the consideration of the Regional budget.

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FINANCIAL IMPLICATIONS

Future budget processes will align resources and recommend investment to deliver on the Priorities. Future budget development will follow key principles including: ensuring long term financial sustainability, addressing Council priorities as identified through the strategic planning process and a commitment to measure success of the plan.

CONCLUSION

Strategic Planning is fundamental to Integrated Planning at the Region as it provides long-term direction through Vision, Mission, and Goal statements. The Term of Council Priorities: 2011 to 2014 has been introduced for Council to set specific direction and priorities for the first four years of the Strategic Plan. The budgeting process will then provide the resources to deliver on Council's strategic priorities and operationalize the Strategic Plan. To obtain input from Council on the next version of the Strategic Plan and Term of Council Priorities, break-out sessions were held at the January 20 and February 3, 2011 Special Regional Council meetings. A final draft of both documents has been prepared based on feedback from Regional Council. The final draft of the Term of Council priorities is aligned to and helps execute the draft Strategic Plan's goals and actions. Future budget review processes will ensure resources are available to achieve the Priorities. Staff will report to Council on a semi-annual basis to monitor the progress in implementing the Strategic Plan and Term of Council Priorities.



D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact Arvin Prasad at extension 4251 or via email at arvin.prasad@peelregion.ca or Stephen VanOfwegan at extension 4759 or via email at stephen.vanofwegan@peelregion.ca

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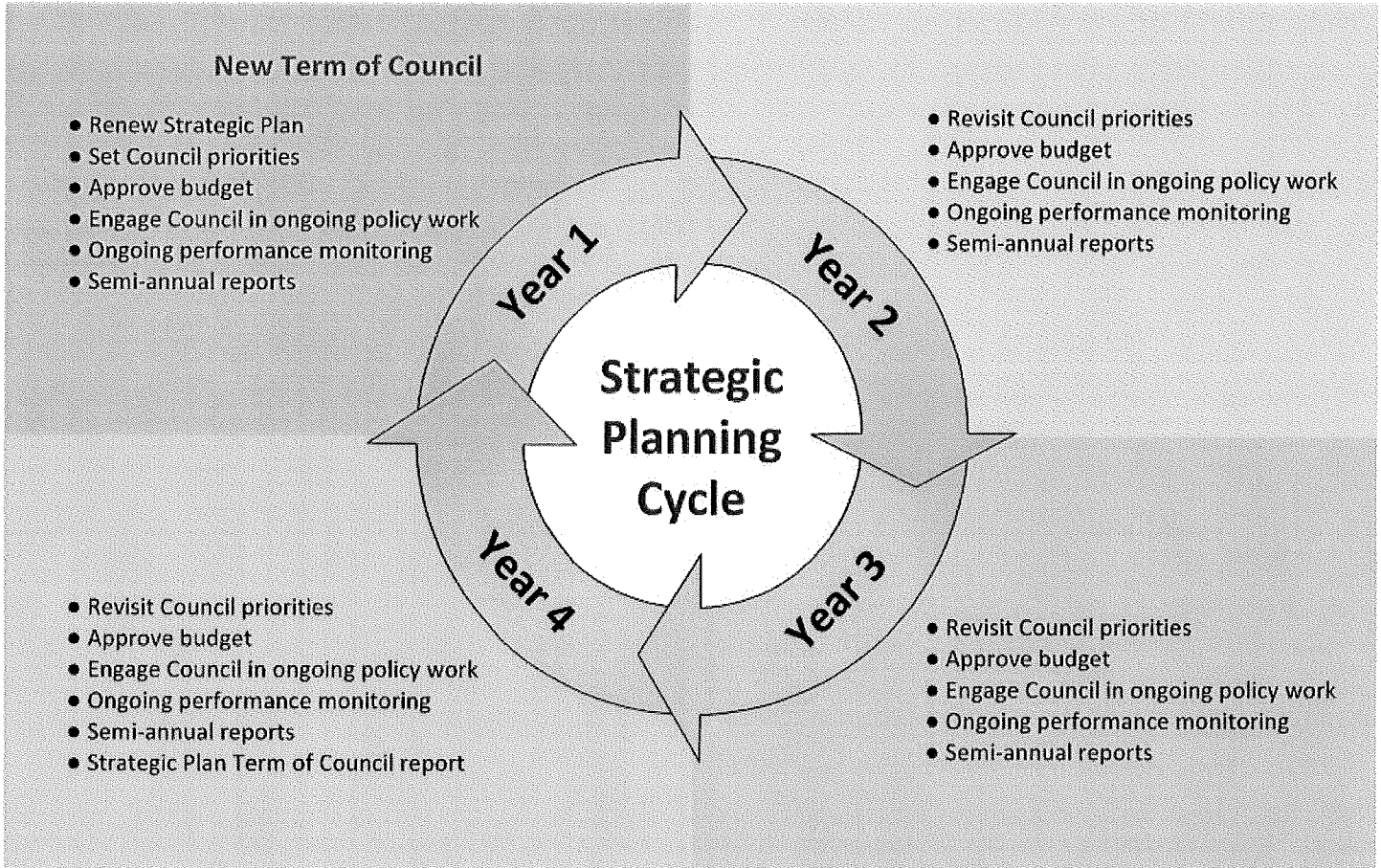
c. Legislative Services

APPENDIX I

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DRAFT OF THE REGION OF PEEL STRATEGIC PLAN AND TERM OF COUNCIL PRIORITIES: 2011 TO 2014

STRATEGIC PLANNING CYCLE: 2011 TO 2014



FINAL DRAFT OF THE STRATEGIC PLAN

Draft Vision
Peel is a safe, healthy, prosperous, sustainable and inclusive community that protects its quality of life

Draft Mission
The Region of Peel serves our community through progressive leadership, education, advocacy, collaboration and public service excellence.

Draft Goals and Strategic Actions
Goal 1: Protect, enhance and restore the environment
1.1 Demonstrate leadership in responsible environmental management practices and energy use. 1.2 Minimize the 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. 1.6 Promote low impact development and urban restoration. 1.7 Collaborate with other levels of government and agencies on environmental issues.

Goal 2: Build a community that is stable, responsive and adaptable.
2.1 Provide innovative and adaptable housing options 2.2 Strengthen partnerships and services to respond to the needs of people during vulnerable times in their lives. 2.3 Implement prevention strategies that result in measurable outcomes and social change 2.4 Strengthen neighbourhoods to enable people to participate in the community and economy

Goal 3: Maintain and improve the health of Peel's community

- 3.1 Influence healthy living through community design
- 3.2 Increase investment in prevention strategies to strengthen the effectiveness and sustainability of the entire health system in Peel
- 3.3 Deliver services that anticipate and respond to the evolving health needs of the community
- 3.4 Ensure a clean, safe and adequate water supply

Goal 4: Support and influence sustainable transportation systems

- 4.1 Support adequate Regional roads infrastructure and protect the traffic movement functionality of existing and future arterial roads to support evolving transportation needs.
- 4.2 Collaborate with other levels of government and agencies to 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 Collaborate with other levels of government and agencies to encourage barrier-free transportation within the Greater Golden Horseshoe.
- 4.5 Adapt, protect and accommodate integrated goods movement in the Regional transportation system while minimizing conflicts with adjacent land uses.

Goal 5: Build a cohesive Peel community

- 5.1 Strengthen connections among the communities of Peel through partnerships with other levels of government and agencies
- 5.2 Support the strengthening of neighbourhood cohesion through celebrating the cultural diversity, heritage and history of the communities of Peel
- 5.3 Contribute to creating a receptive, accessible community that ensures full participation for all

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Goal 6: Ensure a safe Peel community

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|-----|---|
| 6.1 | Strengthen Regional emergency management |
| 6.2 | Manage Regional infrastructure to ensure a safe, living and working environment. |
| 6.3 | Collaborate with other governments, organizations and emergency services to develop initiatives to build a safe community |

Goal 7: Strive for continued excellence as a municipal government
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| 7.1 | Ensure the financial sustainability of Regional services. |
| 7.2 | Advocate to senior levels of government for adequate funding to address community needs in Peel |
| 7.3 | Educate residents and businesses about the programs and services provided by the Region of Peel. |
| 7.4 | Communicate with citizens directly to educate about the community needs that exist in Peel |
| 7.5 | Strengthen coordination between area municipalities and Region, as well as other levels of government and community partners to deliver services and achieve strategic goals |
| 7.6 | Demonstrate accountability by making evidence-informed decisions, measuring performance and reporting outcomes. |
| 7.7 | Attract and invest in a skilled, engaged and diverse municipal workforce. |
| 7.8 | Manage growth through long-term integrated planning. |

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
<i>Policy Initiatives</i>							
TOCP1	1.1, 1.3, 1.4, 1.7	Reduce greenhouse gas emissions (GHG)	Protect the community by managing the negative impacts associated with climate change	Greenhouse Gas (GHG) Emissions measured in CO ₂ e (carbon dioxide equivalent - standard unit of measurement)	<p>Current Target Reduce corporate emissions by 20% below 1990 levels (target set through Regional membership with Partners of Climate Protection)</p> <p>Proposed Target As part of proposed Climate Change Strategy, Peel is aiming for a longer term, more ambitious target. By 2050, Peel aims to reduce corporate and community emissions by 80% below 1990 levels by implementing a range of mitigation actions</p> <p>To meet target, area municipalities and conservation authorities will commit to complete community and corporate GHG emission inventories by 2012</p>	Develop and adopt Climate Change Strategy; Confirm short and long term targets for reductions in greenhouse gas emissions	Implement Climate Change Strategy; Develop greenhouse gas monitoring program following implementation of strategy to track progress on achieving targeted emission reductions

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP2	1.1, 1.2, 1.7, 7.1, 7.4, 7.7	Increase waste diversion	Reduce the negative impact of waste on the environment	Waste Diversion %	Current target set in 2006 was to achieve 70% diversion from landfill by 2016	Update Long-Term Waste Management Strategy; Ensure compliance with Waste Diversion Act; Establish new short and long term targets for Waste Diversion	Implement Long-Term Waste Management Strategy; Achieve short term diversion targets
TOCP3	1.1, 1.4, 1.7, 7.1, 7.4	Reduce per capita water consumption	Optimize use of existing infrastructure and minimize negative impact to natural environment	Water Consumption per Capita	Current target set in 2005 was to reduce per capita consumption by 10% from 2005 to 2015	Review Water Efficiency Plan; Realign existing Watersmart Peel to meet requirements of Water Opportunities Act;	Implement Water Efficiency Plan
TOCP4	1.4, 1.7, 6.2, 7.4	Improve storm water management	Reduce the citizen risks associated with flooding and address broader environmental impacts	Number of flooding events	No current target available at this time	Develop storm water management framework with area municipalities and conservation authorities; Establish targets	Support implementation of framework recommendations adopted by Council
TOCP5	1.4, 1.7, 3.4, 7.4, 7.7	Assess water and waste water capacity	Ensure water and waste water capacity meets anticipated community needs through to 2031	Available capacity per capita and per non-residential use	Provide water and waste water for target population and employment as outlined in the Regional Official Plan to 2031	Update Water and Wastewater Master Plans - Consultant award for lake system (Q1); Consultant award for ground water based systems (Q2)	Implement endorsed plans

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TOCP6	1.4, 1.7, 3.4, 7.4	Enhance integrity of wastewater collection system	Optimize the cost of treatment, reduce the risk of bypass events and the resulting impact on the environment, and reduce the extent to which homes are exposed to surcharging events	Number of bypass events; Number of homes impacted by surcharging events	No current target available at this time	Develop framework for Inflow and Infiltration Strategy; Continue to pilot tactics in support of Cooksville Creek Task Force; Enhance inspection program	Undertake risk based condition assessment to identify critical areas; Develop a Region-wide program
TOCP7	2.1, 2.2, 2.3, 2.4, 7.5	Increase supply of appropriate housing options	Increase access to appropriate housing and prevent homelessness	Number of RGI and Rent Supplement Units; % of wait list housed annually; Wait time for RGI Unit; % of renters spending 30% or more on housing; Number of eviction preventions	Current targets for 2011 include: - 350 increase in RGI - 165 OW maximum shelter allowance - 535 reduction in wait list - 100 Housing In-Situ allowance - 20 home ownership assistance - 145 evictions prevented - 25 utility cut offs prevented - 20% reduction in returning shelter clients	Invest in housing and homelessness prevention; Increase rent-geared-to income and rent supplements; Provide home ownership assistance and rental and utility arrears supports; Present policy options to Council to address housing wait list over the long term	Implement Council endorsed plan for infrastructure (new development, re-development, and infill), RGI subsidies and rent supplements, and state of good repair

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP8	2.2	Review the core services delivered by Human Services	Determine the appropriate mix of Regional services and service delivery model to respond to community needs	Administration as % of program cost; Funding gap in cost-shared programs; Customer satisfaction results; BEST employee survey results	No current targets available at this time	Review core services in response to shifting roles across municipal, provincial and federal governments; Assess the impacts of affordable housing and social assistance reform, technology modernization and employment strategy; Present policy options to Council that assess the impact of full day learning	Implement endorsed recommendations
TOCP9	3.1, 3.2, 4.3, 7.4	Increase active transportation	Reduce the proportion of trips generated by cars, thereby reducing green house gas emissions and improving citizen health	Number of trips by active transportation as proportion of total trips	Increase the Active Transportation mode share to 7% by 2014 (current mode share: 5%)	Develop Peel's Active Transportation Plan	Implement endorsed plan

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP10	3.2, 3.3	Optimize early child development in Peel	Ensure expectant mothers are healthy before and during pregnancy, birth outcomes are positive, and the attachment relationship between parent and child has been firmly established during the first year of life	Ethnic-specific birth weights; Early development index	No current targets available at this time To be developed once interventions finalized	Conduct research and develop and/or confirm interventions that support optimal child well-being; Release Perinatal and Child Health Status Reports; Continue to work with hospitals on breastfeeding	Provide programs and policies to educate and support mothers and infants from pre-conception through the first year of life; Work with Child and Youth Initiative
TOCP11	3.3	Assess the impacts of the aging population on health and human services delivered	Determine the appropriate mix and service level of Regional services to respond to community needs	Demographic and health status profile of seniors in Peel	No current targets available at this time	Develop a "Seniors Plan" to understand the impacts of the aging population on existing services; Provide policy options to Council to guide future service planning	Implement endorsed plan
TOCP12	3.2, 3.3	Explore the feasibility of community para-medicine partnerships and strategies	Reduce non-essential transports to area hospitals	Number of transports to area hospitals	No current targets available at this time	Assess the feasibility of community para-medicine partnerships and strategies, including consideration of required changes to regulations, medical oversight, training, and dispatch model	Present policy options to Council; Implement endorsed actions

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP13	4.1, 4.2, 7.4, 7.7	Complete arterial roads review	Ensure that the respective responsibilities of the Region and area municipalities related to Peel's road network are clear, transparent, efficient and effective	Completion of review against project timelines	No current target available at this time	Finalize Arterial Road Review; Present findings to Arterial Road Review Sub-Committee	Implement endorsed changes resulting from review
TOCP14	4.1, 4.2, 7.4, 7.7	Update long term transportation plan to meet current and future needs	Ensure that Peel's transportation needs are planned for through to 2031	Completion of plan against project timelines	No current target available at this time	Update Long Term Transportation Plan	Implement endorsed plan
TOCP15	4.3, 4.5, 7.4	Improve efficiency of goods movement in Peel in collaboration with Peel Goods Movement Task Force	Support the competitiveness of businesses and the availability of high quality jobs in Peel Region	Estimated value of goods crossing Peel Region by road; Number of truck trips to/from Peel Region	No current target available at this time	Develop Goods Movement Task Force Action Plan	Implement endorsed plan

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP16	4.4, 5.3, 7.4	Increase capacity (trips) available through accessible transportation services	Address the transit needs of Peel's residents with all types of mobility impairments in compliance with the Accessibility for Ontarians with Disabilities Act (AODA)	Number of trips; % of demand being met; Number of trips across Regional borders; Client satisfaction rating	Initial target set in 2006 called for 412,000 trips by 2009	Update Accessible Transportation Program Master Plan	Develop flexible model for service delivery using appropriate portfolio of modes; Increase and improve cross border transportation for clients; Increase customer satisfaction ratings; Implement endorsed plan
TOCP17	7.1, 7.2, 7.4, 7.7	Develop Long Term Financial Plan	Ensure the long term financial outlook for the Region is sustainable	Region's credit rating; Outstanding debt as a % of Annual Debt Repayment Limit (to be defined by policy); % of growth infrastructure funded by development charges	Maintain the Region's triple A credit rating	Develop and engage Council in long-term financial plan; Develop Strategic Use of Debt Policy; Report to Council on the impact of incorporating private side infrastructure (noise walls, private side connections and driveway rehabilitation costs) into State of Good Repair program; Update Development Charges and Administrative By-Laws; Propose a framework to Council for a utility rate structure which reinforces water conservation practices, while better matching revenues to costs	Implement the plan; Update financial policies and report on compliance; Implement debt policy and report on compliance; Implement private side infrastructure policy and report on compliance; Maintain DC by-law; Implement new utility rate structure

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
<i>Strategic Initiatives</i>							
TOCP18	1.3, 3.1, 3.2	Promote a supportive environment for healthy weights	Reduce overweight/ obesity, diabetes and cardiovascular disease through increased physical activity and increased consumption of fruits and vegetables	Physical activity levels; Incidence of diabetes; Incidence of overweight/ obesity	Reduce the incidence of diabetes by 10%, or approximately 10-15,000 fewer individuals with diabetes Reduce by 1,000 in 2011	Conduct literature review to identify key priority areas for action; Complete policy work related to Built Environment (i.e. identifying opportunities to influence urban and regional planning) and School Food and Beverage Policy; Produce discussion document on policy interventions	Ensure all Peel Schools (385 schools) comply with the provincial nutrition standards by 2012 Two external organizations will adopt healthier food policies for their programs Increase the walk ability of Peel as a result of two new policy changes adopted into urban and regional planning processes

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP19	2.2, 2.4, 5.2, 6.3, 7.1	Build community capacity	Build a viable Peel community through contributing to the sustainability and effectiveness of the not for profit sector	Investment in community agencies; % of population in need	No current target available at this time To be developed through Results Based Accountability (RBA) work (effectiveness) and a tool to assess agency sustainability	Maintain service levels for community agencies and present policy options to Council to set priorities and direction; Invest in research to inform decision-making; Support funding for two community hubs; Invest in community partners through neighbourhood development with focus on youth; Implement Regional Diversity Strategy to influence the delivery of inclusive and equitable services to the community; Work with Child and Youth Initiative and other community partners to prevent youth violence and maximize services for aged 0-24; Advocate to province to complete Mental Health and Addictions Strategy and to increase funding for services in Peel	Implement 3 year Council approved plan and annual grants and community programs as informed by RBA trends and learnings

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP20	3.2	Support tobacco free living	Reduce the prevalence of smoking and exposure to second-hand smoke to reduce smoking related diseases	Prevalence of tobacco smoking	<p>Decrease smoking rates from 19% to 15% or approximately 48,000 fewer smokers among adults</p> <p>Decrease smoking rates from 12% and 10% for male and female youth respectively to 7% for all youth</p> <p>For 2011, reduce the number of smokers by 4,800 per year</p>	<p>Conduct review of tobacco strategy frameworks; Implement new strategies for the prevention and cessation of smoking, and for the protection of others from the effects of second-hand smoke; Initiate Ottawa-model cessation program with Trillium hospital</p>	<p>Expand hospital based cessation programs; Launch cessation program in primary care; Others to be determined</p>
TOCP21	3.3	Reduce paramedic response times	Achieve better health outcomes through timely paramedic response to emergency calls	Response times for life-threatening emergency calls; Overall call volume; Offload hours	<p>Reduce response time by 1 minute 30 seconds over the term of Council</p> <p>Reduce Paramedic offload delays in hospital emergency rooms by 40% over the term of Council</p>	<p>Increase service hours by 7,665 hours</p> <p>Continue to implement the provincially funded Hospital Offload Nurse Program</p> <p>Continue working with Council to advocate to province to implement a more centralized ambulance dispatch system for the GTA</p>	<p>Implement legislated provincial response time framework</p> <p>Monitor response time and revise strategies</p>

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Priority Code	Strategic Plan Reference	Term of Council Priority	Desired Outcome	Indicator	Current or Proposed Target	Actions (2011)	Actions (2012 to 2014)
TOCP22	7.4	Influence Other Levels of Government	Ensure the needs of the Peel community are considered and reflected in policy decisions of upper tier governments	Number of opportunities to directly communicate Council endorsed advocacy positions to senior orders of government	No current target available at this time	Implement an advocacy strategy to influence other levels of government	Monitor strategy and revise as appropriate
TOCP23	7.3, 7.4, 7.7	Enhance the delivery of Regional services and related municipal, government and community services through Integrated Service Delivery	Improve client access to services; Increase percentage of first contact resolution; Offer more self service options; Ensure a consistently high quality client experience; Ensure efficient use of resources	Proportion of services available through multiple channels; Proportion of first contact resolution; Proportion of self service achieved; Customer satisfaction measures; Cost measures	Target service levels to be established	Develop client grouping and channel strategy; Commence implementation of technology to support customer contact management system; Enhance coordination for 211, 311, 911 and seniors' portal; Implement Access Peel counter service at 7120 Hurontario and the Heritage Complex	Complete implementation of the Integrated Service Delivery operational model, including technology, training, and data collection and analysis
TOCP24	7.7	Proactively address emerging planning policy issues through an update to the Regional Official Plan	Ensure the Regional Official Plan is responsive to changing community, socio-economic and demographic considerations	Updated Regional Official Plan	Public meetings to determine need for Official Plan review held by 2012	Identify and analyze issues that may affect Official Plan; Report to Regional Council to recommend a public meeting to consider the need for an Official Plan review	Conduct Official Plan review based on Council approved work plan

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APPENDIX IV

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COMMON THEMES EXPRESSED BY PARTICIPANTS AT ALL BREAK OUT SESSIONS DURING THE JANUARY 20, 2011 REGIONAL COUNCIL WORKSHOP

1. Strong desire to actively advocate to other levels of government about the needs of Peel, the challenges our community faces, and the funding resources required to address these needs (i.e. Fair Share for Peel).
2. Strong support from Council to educate our community about the challenges we face with respect to the needs of our community, and about the services Peel provides.
3. Desire by Council to break down silos and build stronger partnerships between area municipalities and the Region, as well as with other levels of government and community partners/champions.
4. Consensus that the Strategic Plan is a public document for citizens and should be written in plain language that is action oriented and meaningful to citizens.
5. Recognition that we can not be all things to all people because financial resources are limited. We need to focus on doing the right things to maintain economic sustainability for the Region.
6. Focus on strengthening/building neighbourhoods/communities to ensure they have the supports needed to be resilient to pressures.