

The Regional Municipality of Peel

# Strategic Plan V: 2007–2010



Goal 1: Deliver citizen-focused services

Goal 2: Protect, enhance and restore the environment

Goal 3: Provide human services that meet current and changing needs

Goal 4: Manage the impacts of growth on the community and Regional services

Goal 5: Strive for excellence as a municipal government

# 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.

## Message from David Szwarc Chief Administrative Officer

---

*Region of Peel Strategic Plan V: 2007–2010*, the Region's fifth Strategic Plan is a testament to the partnership that has been built among Regional staff, Council and community stakeholders.



I'd like to express my sincere appreciation to everyone who came together to talk about the needs of our community and our role in meeting those needs, helping us identify five new goals and 28 strategic actions which are clearly focused on our community. It is this focus which enables us to work towards providing exceptional services — services which, in many cases, are “made in Peel” — designed specifically to meet the distinct needs of our quickly growing, diverse population.

Meeting the current and future needs of our residents is our common goal; our Strategic Plan sets the stage for how we will achieve this goal. Over the next three years, our focus will be on finding ways to engage our employees and refine our processes to improve customer service. Our National Quality Institute Canada Awards for Excellence Gold Trophy told us that we are heading in the right direction. By continuing to seek input from our community and stakeholders we can ensure we meet the growing needs of our community while building trust and confidence in our services.

I look forward to the next three years as we work together with our partners to implement our new Strategic Plan and define new standards for service in municipal government.

---

**David Szwarc**  
Chief Administrative Officer

## Message from Emil Kolb Regional Chair

---



On behalf of Peel Regional Council, Regional staff and our many community partners, I am pleased to present the *Region of Peel Strategic Plan V: 2007–2010*.

This new Strategic Plan will guide the work of staff and Council over the next three years as we strive to deliver quality programs and services to the citizens of Peel region and work towards helping achieve the community's vision of a healthy, vibrant, safe Peel which values its diversity and quality of life.

We cannot achieve this vision alone. Our collaboration with community partners and area municipalities is integral to the success of our programs and, ultimately, the well-being of our community. Beginning with our mission statement, our Strategic Plan references our commitment to partnership a number of times. We recognize that our partnerships are vital to the work we do, and will continue to become more important as Peel region grows and evolves.

Our community partners provided important input into our Strategic Plan, and we will work alongside them to bring our Strategic Plan to life. We value our partnerships greatly and look forward to new opportunities to collaborate on the provision of services in the future.

Working with our community partners to implement the goals and actions in our Strategic Plan will enable the Region of Peel to move confidently and optimistically into the future, knowing that the distinct needs of our community will be met now and in the future. By providing collaborative, responsive and relevant services, we will continue striving to earn the trust and confidence of our community.

---

**Emil Kolb**  
Regional Chair

## Message from Gael Miles

Regional Councillor and  
Chair of Management Committee

---



As Chair of the Region's Management Committee and a long-time resident of Brampton, I am proud to share with you the *Region of Peel Strategic Plan V: 2007–2010* — our strongest and best plan ever.

Our new Strategic Plan focuses on the unique needs of Peel, as identified by the people who work every day to address those needs — our staff and community partners. With their input, we've built a Strategic Plan which strengthens our commitment to customer-focused services. It will help us build on our leadership role in delivering quality services and will enable our community to prosper now and in the future.

We enjoyed many successes during the term of our last Strategic Plan. As we implement this new Strategic Plan, I am confident that we will continue our tradition of providing innovative programs and services, always searching for new and better ways of meeting the needs of our community.

In 2006, the Region of Peel was recognized as a leader in municipal government by becoming the first government in Canada to receive the National Quality Institute's (NQI) Canada Awards for Excellence (CAE) Gold Trophy. The prestigious CAE is the highest level of recognition awarded by NQI to organizations that have successfully maintained a focus on organizational excellence, quality and continuous improvement.

I am very proud of our accomplishments to date. As a member of Regional Council, I look forward to working with staff and the community over the next three years as we execute our new Strategic Plan and lead the way to a vibrant and successful future for our region.

---

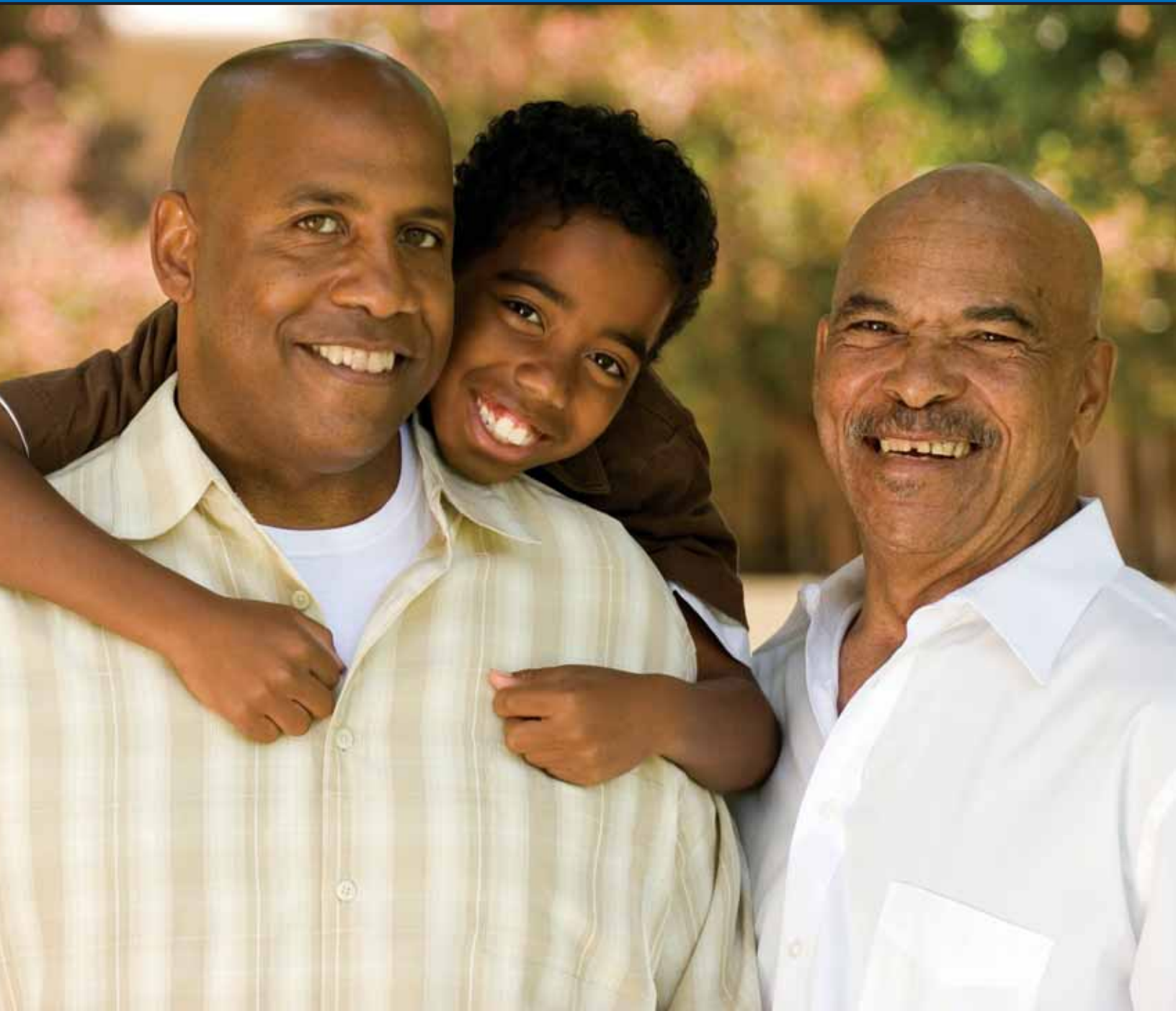
**Gael Miles**

Regional Councillor, Wards 7 and 8

City of Brampton

1.2 million people live and work  
within the Region of Peel  
and rely on our services each day.

---



## 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 and service excellence.

---

## Goals

1. Deliver citizen-focused services
2. Protect, enhance and restore the environment
3. Provide human services that meet current and changing needs
4. Manage the impacts of growth on the community and  
Regional services
5. Strive for excellence as a municipal government



# Strategic Actions

## Goal 1: *Deliver citizen-focused services*

---

- 1.1 Improve access to Regional services.
- 1.2 Deliver services that meet the diverse and evolving needs of the community.
- 1.3 Respond to the interests and needs of new immigrants.
- 1.4 Provide opportunities for public input and involvement in Regional services.
- 1.5 Strengthen community capacity to provide services and enhance self-sufficiency.

## Goal 2: *Protect, enhance and restore the environment*

---

- 2.1 Demonstrate leadership in responsible environmental management practices and energy use.
- 2.2 Promote sustainable transportation, energy and environmental practices.
- 2.3 Minimize impact of solid waste on the environment.
- 2.4 Protect water resources.
- 2.5 Develop a corporate strategy to respond to climate change and implement strategies to improve air quality.
- 2.6 Protect and restore significant natural systems and environmentally sensitive areas.

## Goal 3: *Provide human services that meet current and changing needs*

---

- 3.1 Collaborate with other governments and organizations to secure sufficient funding to address growing health, housing and social service needs.
- 3.2 Increase affordable housing options.
- 3.3 Strengthen services to respond to the needs of vulnerable people.
- 3.4 Invest in prevention strategies to address health and social issues.
- 3.5 Promote integrated planning and delivery of health, housing and social services in Peel.



Goal 4: *Manage the impacts of growth on the community and Regional services*

---

- 4.1 Ensure adequate infrastructure, services and resources to support existing and growing communities.
- 4.2 Support improved and integrated transportation and transit systems.
- 4.3 Ensure a safe and secure water supply system.
- 4.4 Support the viability of Peel’s agricultural resources.
- 4.5 Implement long-term planning initiatives to provide for a range of urban and rural land needs.



Goal 5: *Strive for excellence as a municipal government*

---

- 5.1 Ensure financial sustainability of Regional services.
- 5.2 Collaborate with other levels of government to influence public policy.
- 5.3 Communicate effectively to ensure community engagement.
- 5.4 Attract and invest in a skilled, engaged and diverse workforce.
- 5.5 Build upon a culture of innovation and continuous improvement.
- 5.6 Strengthen Regional emergency management.
- 5.7 Demonstrate accountability by measuring performance and reporting outcomes.



# Serving Our \_\_\_\_\_ Community

The Region of Peel is passionate about providing services to meet the diverse and distinct needs of an ever-changing and growing community. From the rural areas of Caledon to the bustling neighbourhoods in Brampton and Mississauga, Regional Councillors and staff work every day to deliver efficient, effective and excellent services and programs which help make Peel a healthy, vibrant and safe community.

Serving a population of 1.2 million people projected to grow to 1.4 million by 2021, and a geographical area of 1,225 square kilometres spanning the boundaries of Brampton, Caledon and Mississauga, the Region must ensure that services respond to and keep pace with a large community with a mix of rural and urban areas.

Solid strategic planning and close collaboration with area municipalities enable the Region to ensure that services are co-ordinated across all three municipalities and service levels remain consistent.

Strong ties with community partners are also essential in meeting the community's needs and providing responsive services. The Region places great value on partnerships within the community and enjoys solid relationships with other key service providers and stakeholders. Continued collaboration with these groups has been invaluable in helping the Region plan for the future and ensure that its services are responsive, well-managed and accessible.

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





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

- 9-1-1
- Paramedic services and emergency programs
- Affordable rental housing
- Art Gallery of Peel, Region of Peel Museum, Region of Peel Archives and the historic 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 services providers. The services, advice and counsel provided behind the scenes by internal support staff are instrumental in helping advance the Region's goals and instil trust and confidence with the community.



The Region of Peel provides a wide range of services for people of all ages to help improve their quality of life.

---



## Executive Management Team

---



David Szwarc  
Chief Administrative  
Officer



R. Kent Gillespie  
Commissioner of  
Corporate Services  
and Regional Solicitor



Janette Smith  
Commissioner of  
Health Services



Dan Labrecque  
Chief Financial Officer  
and Treasurer



Laura Nashman  
Commissioner of Employee  
and Business Services



Keith Ward  
Commissioner of  
Human Services and  
General Manager of  
Peel Living



Mitch Zamojc  
Commissioner of  
Environment,  
Transportation and  
Planning Services

## Regional Councillors

---



Regional Chair  
Emil Kolb  
*Region of Peel*



Councillor  
Eve Adams  
*Mississauga Ward 5*



Councillor  
George Carlson  
*Mississauga Ward 11*



Councillor  
Carmen Corbasson  
*Mississauga Ward 1*



Councillor  
Frank Dale  
*Mississauga Ward 4*



Mayor  
Susan Fennell  
*City of Brampton*



Councillor  
Grant Gibson  
*Brampton Wards 1 and 5*



Councillor  
Annette Groves  
*Caledon Ward 5*



Councillor  
Nando Iannicca  
*Mississauga Ward 7*



Councillor  
Katie Mahoney  
*Mississauga Ward 8*



Mayor  
Hazel McCallion  
*City of Mississauga*



Councillor  
Sue McFadden  
*Mississauga Ward 10*



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  
Carolyn Parrish  
*Mississauga Ward 6*



Councillor  
Richard Paterak  
*Caledon Ward 1*



Councillor  
Maja Prentice  
*Mississauga Ward 3*



Councillor  
Pat Saito  
*Mississauga Ward 9*



Councillor  
John Sanderson  
*Brampton Wards 3 and 4*



Councillor  
John Sprovieri  
*Brampton Wards 9 and 10*



Councillor  
Allan Thompson  
*Caledon Ward 2*



Councillor  
Richard Whitehead  
*Caledon Wards 3 and 4*

# Key Regional Phone Numbers

---

## REGION OF PEEL

General Information	.905-791-7800
Access Peel Customer Service	.905-791-7800, ext. 4636
Office of the Chief Administrative Officer	.905-791-7800, ext. 4311
Children's Services	.905-791-1585
Public Health	.905-799-7700
Long Term Care	.905-799-7700
Ontario Works in Peel	.905-793-9200
Peel Living	.905-791-7800
TransHelp	.905-791-1015
Regional Clerk	.905-791-7800, ext. 4325
Regional Planning	.905-791-7800, ext. 4347
Paramedics and Emergency Programs	.905-791-7800, ext. 3951
Peel Heritage Complex	.905-791-4055
Environment, Transportation and Planning Services 24-hour Emergency Service	.905-791-7800
Waste Management	.905-791-9499
Water and Wastewater	.905-791-7800, ext. 4409
Waste and Wastewater Billing Inquiries	.905-791-8711

## POLICE

Peel Regional Police	.905-453-3311
Ontario Provincial Police (O.P.P.) Caledon	.905-584-2241

## REGION OF PEEL INTERNET

e-mail: [info@peelregion.ca](mailto:info@peelregion.ca)  
website: [www.peelregion.ca](http://www.peelregion.ca)

Each day, more than 4,000 Regional employees work with a shared purpose to provide quality services to the 1.2 million people living in Peel. The statistics below help to illustrate the sheer size of this task:

14,000 subsidized housing units

•

761 children in our child care centres

•

Over 650,000 calls handled by our  
Customer Contact Centre

•

Over 240,000 TransHelp trips per year

•

49,152 vaccines administered per year

•

Over 70,000 calls responded to by  
Peel Regional Paramedics each year

•

1,511 km of single lane roads

•

191,705 million litres of water treated

•

306,611 tonnes of waste diverted from  
landfill in 2006 (65 per cent of total waste)