



COUNCILLORS' REFERENCE MANUAL

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1. Introduction



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INTRODUCTION

The Region of Peel has been in existence since 1974 and is comprised of the Cities of Brampton and Mississauga and the Town of Caledon. Situated in the heart of southern Ontario, Peel is the second largest municipality in Ontario. With an estimated population of 1.36 million, the Region of Peel is projected to grow to 1,640,000 people by the year 2031 ([Mid-Year Population Forecasts 2011 to 2031, Peel Data Centre](#)).

REGIONAL GOVERNMENT

Regional government provides services and programs that are more cost-effectively delivered over a larger geographic area. Public Health, Ontario Works, construction and maintenance of arterial roads, waste management, heritage, water and sanitary sewers, police services, affordable housing and paramedic services are some of the many municipal programs and services provided by the Region of Peel.

The area municipal and Regional municipal government work together to provide a wide range of services. The Regional system has the advantage of remaining close to the people and responsive to their needs while providing a region-wide approach to planning urban development and municipal service delivery. The Region's comprehensive financial management ensures the most efficient allocation of resources and the most cost-effective delivery of municipal services.

Peel Region is governed by the Regional Chair and a 24-member Council, representing its member municipalities: the Cities of Mississauga and Brampton and the Town of Caledon. Responsible management, innovative programs and responsiveness to the needs of the people have been key factors in the economic growth and development of the Region of Peel.

The list of service responsibilities offered by the Region and area municipalities is included in [Section 7](#) of this manual.

A complete list of the programs and services provided by the Region of Peel may be viewed by visiting Peel's website at www.peelregion.ca/peel-services.htm.

REGIONAL VALUES

Following an enthusiastic employee consultation process, the Region of Peel adopted [five values](#) on September 15, 1999. These values apply to all of the relationships we have with our co-workers, clients, Council, residents, community agencies and external groups:

- ***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.



- **Teamwork**

We practice teamwork, cooperation and collaboration and reinforce these with a strong vision and positive leadership.

- **Effective Communication**

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

- **Integrity**

We are ethical, professional and trustworthy in our work.

- **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.

PEEL REGIONAL COUNCIL CODE OF CONDUCT

On June 26, 2014, Regional Council adopted the [Peel Regional Council Code of Conduct](#) (the Code). The Code is Council's statement governing the conduct of its Chair and Members of Council in the performance of their official functions and reflects Council's commitment to meet the community's expectations of transparent, accountable and ethical conduct. The Code applies to the Regional Chair and Members of Council as they perform their duties in cooperation with Council colleagues, Regional staff, and the public, as elected officials of the Region of Peel. The purpose of the Code is to provide the basis upon which any person, including other [Members of Regional Council](#), may promote high standards of ethical conduct of the Regional Chair and Members of Regional Council through a direct referral, or recourse to public opinion.

The Code came into effect on December 4, 2014 and the Regional Chair and Regional Councillors will formally confirm that they have reviewed and understand their obligation to adhere to the Code prior to each Inaugural Meeting of Regional Council.

EMPLOYEE CODE OF CONDUCT

The employees and volunteers of the Region of Peel are expected to observe and maintain the highest standard of conduct. All employees and volunteers are expected to act and behave in a manner that supports the goals, objectives and policies of the Regional Corporation and recognize the dignity and worth of every resident they serve and person with whom they work in order to create a climate of understanding and mutual respect for the right to equality of each person.

As a condition of employment with the Region of Peel, employees are to comply with the Employee Code of Conduct and related policies and procedures. Please refer to [Section 6.4](#) for more information regarding the Employee Code of Conduct.



STRATEGIC PLAN

The Region of Peel's *Strategic Plan* charts the long-term vision for the communities in Peel, and the Region's role in achieving that vision. Reviewed and updated at the beginning of each term of Regional Council, the *Strategic Plan* contains a vision for the community, a mission for achieving the vision, and goals that respond to Peel's changing and diverse needs.

STRATEGIC PLAN V: 2011 – 2014 CHARTING OUR COURSE

VISION

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

MISSION

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

STRATEGIC THEMES AND GOALS

1. Protect, enhance and restore the environment.
2. Build a community that is stable, responsive and adaptable.
3. Maintain and improve the health of Peel's community.
4. Support and influence sustainable transportation systems.
5. Build a cohesive Peel community.
6. Ensure a safe Peel community.
7. Strive for continued excellence as a municipal government.

TERM OF COUNCIL PRIORITIES

In 2011, the *Term of Council Priorities* were introduced as a second step to help the organization confidently chart its course. These are the areas of focus developed by Council to advance the *Strategic Plan*. The annual Budget provides resources necessary to execute the *Term of Council Priorities* and achieve the desired outcomes for Peel's community. To ensure focus on the right things, the *Term of Council Priorities* will be reviewed and updated on an annual basis. As part of the Region's ongoing monitoring and reporting, it will measure and report on its progress throughout the current Term of Council.

A link to the 2011-2014 Term of Council Priorities is included in [Section 7](#) of this manual.



ORGANIZATIONAL STRUCTURE

The Region of Peel is comprised of six departments that work together to deliver award-winning programs and services to Peel citizens. To ensure the Region continues to provide effective programs and services to its residents, a strong emphasis is placed on attracting, maintaining and developing highly motivated and qualified employees who have a sense of pride in service to the public.

The [current organizational chart](#) illustrates how the Region is organized. The [Regional Clerk](#) acts as an official point of contact for the public with the Regional Council and for access to official records of the Regional Municipality.

REGIONAL SYMBOLS

Regional Coat of Arms



The Coat of Arms (also called the Regional Crest) is reserved for the exclusive use by the Regional Chair and Council. The shield in the crest displays a tree and sheaf of wheat symbolizing the parks and cultivated lands of the Region. The building symbolizes business and industry and the locomotive represents development spurred by transportation and communication networks. The shield is surrounded by 24 maple leaves representing the original 21 members of Council, the Chair, the Chief Administrative Officer and the Regional Clerk. The informal name of the organization is incorporated in the emblem.

Regional Corporate Logo



The corporate logo is to be used for all purposes associated with administration of the organization.

The legally incorporated name of the organization is The Regional Municipality of Peel. This name is used in all legal documents, letterhead and business cards. The more familiar corporate name, or informal name of the corporation is “Region of Peel” which is used for all other types of communication.

Corporate Seal

The Corporate Seal, which consists of the Regional Coat of Arms encircled by the Corporation’s name, was adopted on October 14, 1982 and became effective retroactive to January 8, 1981. The seal is used by the organization for authenticating its corporate acts.



Chain of Office

The Chain of Office is worn by the Regional Chair when representing the Region of Peel at official functions and at Regional Council meetings.

The Chain of Office has significance, since ten silver medallions of the chain bear the crests of the former townships, towns and villages of Peel County. The Ontario Crest is at the centre front of the Chain of Office and suspended from it is the Region of Peel Crest. Moving to the bearer's left are the crests of the Town of Port Credit, the Town of Mississauga, the Township of Toronto Gore, the Village of Bolton, the Township of Albion and two empty links. Moving to the bearer's right are the crests of the Town of Streetsville, the Town of Brampton, the Township of Chinguacousy, the Village of Caledon East and the Township of Caledon and two empty links.

At the centre of the back is a maple leaf. The medallions are attached to a three-inch wide band of royal blue velvet.

REGIONAL WARD BOUNDARIES 2014 - 2018



2. Regional Council



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REGIONAL COUNCIL

ROLE AND MANDATE

The Regional Municipality of Peel is a statutory corporation and may exercise only those powers granted to it by specific legislation or assumed by it from more general legislation. There are two comprehensive Acts from which the Region of Peel is delegated the majority of its authority: the [Municipal Act](#) and the [Regional Municipality of Peel Act](#). There are numerous statutes such as the [Planning Act](#), the [Municipal Freedom of Information and Protection of Privacy Act \(MFIPPA\)](#), and the [Personal Health Information Protection Act \(PHIPA\)](#) which also confer powers on municipalities.

The powers of the Regional Corporation are exercised by Regional Council which, in turn, exercises its powers by by-law except where otherwise provided. The jurisdiction is confined to the geographical limits of the Region.

The [Municipal Act, 2001](#) and [Regional Municipality of Peel Act, 2005](#) form the legal basis of the political-administrative system established for the Region of Peel, that is, the Council-Committee-Chief Administrative Officer system.

The [Municipal Act, 2001](#) and [Regional Municipality of Peel Act, 2005](#) outline the structure of the Regional Corporation and the powers conferred on Council in the following areas: regional road system; planning; health and Ontario Works; regional sewage works; regional waterworks system; waste management; finance; police; and, paramedic and emergency services.

Composition of Regional Council

The composition of Regional Council is legislated under the [Regional Municipality of Peel Act, 2005](#), in conjunction with [section 218 of the Municipal Act, 2001](#). All members of Regional Council serve a four-year term.

Regional Council membership is comprised of:

- Regional Chair
- Three (3) Area Municipal Mayors
- Eleven (11) members of Council from the City of Mississauga being elected by wards as members of Regional Council and City Council.
- Six (6) members of Council from the City of Brampton. Five being elected as members of Regional Council and City Council, and one appointed by Brampton City Council from among the elected City Councillors, in accordance with City of Brampton By-law 320-2005.
- Four (4) members of Council from the Town of Caledon elected by wards as members of Regional Council and Town Council.



The current members of Regional Council are:

CHAIR AND MEMBERS OF REGIONAL COUNCIL 2014 - 2018

Name	Wards	Business Phone Number	Business Email Address
Regional Chair Frank Dale		905-791-7800 ext. 4310	chair@peelregion.ca
City of Brampton:			
Mayor – Linda Jeffrey		905-874-2600	mayorjeffrey@brampton.ca
Grant Gibson	Wards 1 & 5	905-874-2605	grant.gibson@brampton.ca
Martin Medeiros	Wards 3 & 4	905-874-2634	martin.medeiros@brampton.ca
Gael Miles	Wards 7 & 8	905-874-2671	gael.miles@brampton.ca
Elaine Moore	Wards 1 & 5	905-874-2601	elaine.moore@brampton.ca
Michael Palleschi	Wards 2 & 6	905-874-2661	michael.palleschi@brampton.ca
John Sprovieri	Wards 9 & 10	905-874-2610	john.sprovieri@brampton.ca
Caledon:			
Mayor – Allan Thompson		905-584-2272	allan.thompson@caledon.ca
Johanna Downey	Ward 2	905-584-2272	johanna.downey@caledon.ca
Annette Groves	Ward 5	905-584-2272	annette.groves@caledon.ca
Jennifer Innis	Wards 3 & 4	905-584-2272	jennifer.innis@caledon.ca
Barb Shaughnessy	Ward 1	905-584-2272	barb.shaughnessy@caledon.ca
Mississauga:			
Mayor - Bonnie Crombie		905-896-5555	mayor@mississauga.ca
George Carlson	Ward 11	905-896-5011	george.carlson@mississauga.ca
John Kovac	Ward 4	905-896-5400	john.kovac@mississauga.ca
Chris Fonseca	Ward 3	905-896-5300	chris.fonseca@mississauga.ca
Nando Iannicca	Ward 7	905-896-5700	nando.iannicca@mississauga.ca
Matt Mahoney	Ward 8	905-896-5800	matt.mahoney@mississauga.ca
Sue McFadden	Ward 10	905-896-5010	sue.mcfadden@mississauga.ca
Carolyn Parrish	Ward 5	905-896-5500	carolyn.parrish@mississauga.ca
Karen Ras	Ward 2	905-896-5200	karen.ras@mississauga.ca
Pat Saito	Ward 9	905-896-5900	pat.saito@mississauga.ca
Ron Starr	Ward 6	905-896-5600	ron.starr@mississauga.ca
Jim Tovey	Ward 1	905-896-5100	jim.tovey@mississauga.ca



REGIONAL CHAIR

The Regional Chair, who is appointed by the Region of Peel Councillors, presides over meetings of Council. A member of Regional Council or any other person is eligible to be elected as Regional Chair if they are: eighteen years of age or older; a Canadian citizen; a resident of the Region of Peel; and, not disqualified by any legislation.

The Regional Chair is the Chief Executive Officer of the Regional Corporation and is required to: preside over Council meetings; provide leadership to the Council; be an official signing officer for the Corporation; represent the Region of Peel (the Region) in dealings with other levels of government; act as spokesperson on behalf of the Corporation in matters of policy and public issues; and, be the official representative in greeting visiting dignitaries, either in a ceremonial capacity or investigating business opportunities.

See [Section 5.2](#) for more information regarding the Office of the Regional Chair.

Acting Regional Chair

During all absences of the Regional Chair or if the Office of the Regional Chair becomes vacant, each Councillor is appointed in the place of the Regional Chair during each calendar month, in accordance with the Region of Peel Procedure By-law, as amended.

As we are beginning a new term of Council, an Acting Regional Chair list has been prepared designating a Councillor for each calendar month of the term. The list is compiled by: first listing the members who were members of Council during the immediately preceding term in alphabetical order; then listing the newly elected members in alphabetical order; and subsequently listing all members in alphabetical order, as are needed to complete designations for each calendar month during the term.

The Acting Regional Chair Rotation List for 2014/2018 is provided for your reference:

DECEMBER 2014 TO DECEMBER 2018	
2014	
December	George Carlson
2015	
January	Bonnie Crombie
February	Chris Fonseca
March	Nando Iannicca
April	Sue McFadden
May	Gael Miles
June	Elaine Moore
July	Pat Saito
August	John Sprovieri
September	Ron Starr
October	Allan Thompson
November	Jim Tovey
December	Johanna Downey



2016

January	Grant Gibson
February	Annette Groves
March	Jennifer Innis
April	Linda Jeffrey
May	John Kovac
June	Matt Mahoney
July	Martin Medeiros
August	Michael Palleschi
September	Carolyn Parrish
October	Karen Ras
November	Barb Shaughnessy
December	George Carlson

2017

January	Bonnie Crombie
February	Johanna Downey
March	Chris Fonseca
April	Grant Gibson
May	Annette Groves
June	Nando Iannicca
July	Jennifer Innis
August	Linda Jeffrey
September	John Kovac
October	Matt Mahoney
November	Sue McFadden
December	Martin Medeiros

2018

January	Gael Miles
February	Elaine Moore
March	Michael Palleschi
April	Carolyn Parrish
May	Karen Ras
June	Pat Saito
July	Barb Shaughnessy
August	John Sprovieri
September	Ron Starr
October	Allan Thompson



REGIONAL COUNCILLORS

Section 224 of the *Municipal Act, 2001*, describes the statutory role of Council. Each individual Councillor also has a representative role, a policy-making role, and a management role.

The Representative Role - There are two different viewpoints on how to approach your mandate as Regional Councillor. One is that as a Councillor, you have been elected by your constituents to represent their views as closely as possible when dealing with issues that come before Council. The other is that you should use your judgment and think about the best interest of the entire Region. In practice, there is no single, correct approach to the representative role, and on most issues you will find that you fall somewhere between the two viewpoints.

The Policy-Making Role - Council is the policy-making body of the Region. Many policy suggestions, however, will come from staff, whose experience and expertise make them an excellent source of ideas. One of the challenges facing all Councillors is to use the Region's resources to make the policy-making process as broadly-based and rational as possible, in keeping with the [Region's Strategic Plan](#).

The Governance Role - Councillors have the final responsibility for ensuring that the Region's financial and human resources are used as efficiently as possible and in a way that is consistent with the Region's Strategic Plan and the [Term of Council Priorities](#).

SECTIONS OF REGIONAL COUNCIL

The introduction of the Integrated Planning Framework supports renewing the organization's Strategic Plan and expanding long term program planning and assists Council in establishing the [Term of Council Priorities](#). To assist with the management of the strategic agenda for the organization's enabling priorities, the [Term of Council Enabling Priorities](#) were established. The sheer number of planned initiatives and competing priorities signalled the need for a stronger and more focused approach for staff to achieve organizational excellence. Together with the [Term of Council Priorities](#) they focus the organization on doing the right things at the right time to advance desired community outcomes. Staff reports the outcomes to Regional Council through Council reports that are organized for presentation through a series of sections.

Staff report to Regional Council through the following sections:

- Items Related to Enterprise Programs and Services
- Items Related to Health
- Items Related to Human Services
- Items Related to Public Works



Enterprise Programs and Services

The Enterprise Programs and Services section oversees the provision of administrative services. These administrative services are provided by the Executive Office, Corporate Services, Finance and Service Innovation, Information and Technology departments.

Health

The Health section oversees issues related to the administration of Peel Public Health, Paramedic Services and Long-Term Care. The Health Services department's mandate is to protect the public from health hazards, promote health, control communicable diseases and co-ordinate treatment for resident's physical and mental well-being. The Health Services department is responsible for the management of the Region's five long-term care homes.

Human Services

The Human Services section oversees issues related to the administration of Ontario Works and Housing Policy and Programs. The Human Services section also provides advice to Council on social policy and provides funding to social service agencies for community programs.

Public Works

The Public Works section oversees the administration of the Public Works department. The responsibilities for this section focus on the efficient and effective planning and provision of road, transportation, water, wastewater and waste management services to meet the growing needs of residents and businesses in the Region of Peel.



Council Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Regional Chair: chair@peelregion.ca
Regional Council: council@peelregion.ca
Regional Clerk: regional.clerk@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Regional Chair and Chief Executive Officer
 - Regional Chair ext. 4310
 - Chief of Staff to the Chair ext. 4999
 - Executive Assistant to the Chair ext. 4309
- Office of the Chief Administrative Officer (OCAO)
 - Chief Administrative Officer (CAO) ext. 4312
 - Executive Administrative Assistant to the CAO ext. 4311
 - Director of the OCAO ext. 1898
 - Administrative Assistant to the OCAO ext. 4255
 - Manager, Strategic Public Policy & External Relations ext. 4777
 - Manager, Strategic Integration & Corporate Management ext. 4296
- Executive Leadership Team
 - Commissioner of Corporate Services ext. 4258
 - Commissioner of Finance ext. 4759
 - Commissioner of Health Services ext. 4901
 - Commissioner of Human Services ext. 4670
 - Commissioner of Public Works ext. 4395
 - Commissioner of Service Innovation, Information and Technology ext. 4201



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- Regional Clerk and Director of Clerk's
 - Clerk's Reception ext. 4325
 - Councillors' Absences at Council/Committee Meetings ext. 4526
 - Pertinent Contact Information for Regional Councillors:
 - Chief Financial Officer ext. 4759
 - Treasurer ext. 4292
 - Medical Officer of Health ext. 2566
 - Regional Solicitor and Director of Legal Services ext. 4319
 - Benefits ext. 4748
 - Booking of Councillors' Office for meetings with constituents, Legislative Services/Clerk's ext. 4526
 - Expense Accounts policies, procedures and inquiries ext. 4212
 - Messages while attending meetings at 10 Peel Centre Drive may be left with the Office of the Regional Chair ext. 4309
 - Payroll Information ext. 4287
 - Personal Information (changes of address, phone number, etc.) are to be provided to the Office of the Regional Chair ext. 4309
 - Stationery and Office Supplies may be ordered and obtained through the Office of the Regional Chair ext. 4309
 - Underground (P2) Parking and Building Access Pass may be obtained through the Office of the Regional Chair ext. 4309
 - **Area Municipalities**
 - City of Brampton 905-874-2000
 - City of Mississauga 905-896-5000
 - Town of Caledon 905-584-2272



MEETING PROCEEDINGS

MEETINGS OF COUNCIL AND COMMITTEES OF COUNCIL

Regional Council meets to make decisions, pass by-laws and examine specific issues arising from the six departments of Regional government namely: Corporate Services; Finance; Health Services; Human Services; Public Works, and, Service Innovation, Information and Technology.

Regional Council meetings are held on the 2nd and 4th Thursday of each month; Committee meetings on the 1st and 3rd Thursday; and, where there are five Thursdays in any month, the additional Thursday is “Reserved for Regional Business”. No Council or Committee meetings are scheduled during the week designated by the Peel School Boards for the March Break or during the week before or after Christmas or the week after New Year’s or during the month of October in the year of a regular election. All Thursdays (with some exceptions during regular “holiday” periods) remain reserved for Regional business until 3:30 p.m.

Annual Council and Committee meeting schedules are approved each year by Regional Council and can be accessed through the Region’s website at www.peelregion.ca/council.

NOTIFICATIONS

Council Member Absences

As stated in the Region’s Procedure By-law, all Council Members are requested to inform the [Office of the Regional Clerk](#) of intended absences from all Committee and Regional Council meetings. We request that the reason (i.e. other municipal business, vacation, illness or personal matters) be given so that it may be noted in the [minutes of the meeting](#).

It is important that the Clerk’s Division receive notification of all intended absences in advance to mitigate any potential problems in reaching the quorum requirement for a particular meeting.

The record of attendance at Committee and Council meetings is public information and is made available to anyone who requests it.

Should a Member of Council need to leave before the end of a meeting, they are requested to advise the [Regional Clerk or the Clerk’s staff](#), so the reason can be recorded in the meeting minutes.

In accordance with the Region’s Procedure By-law:

- 1) The Regional Chair shall formally advise Council of any intention to be absent from the office for a period longer than three consecutive weeks.



- 2) A member of a committee may designate another member to attend such a committee meeting in his or her absence and the member so designated shall be deemed to be a member of such committee for the designated meeting and may vote at the meeting provided that the member making the designation remains absent from the meeting. Notification of this designation must be given to the Regional Clerk before the commencement of the meeting.
- 3) Only members appointed to a committee and members designated by absent committee members are entitled to vote on motions under consideration by that committee.
- 4) Should any member appointed to a committee fail to attend three successive Committee meetings of the same Committee without authorization from the Committee Chair, that member's appointment to the committee is terminated and Council may appoint another member to take his or her place.

SPECIAL MEETINGS

Regional Council also holds special meetings at the call of the Regional Chair. There are also special meetings scheduled on an annual basis for the purpose of reviewing and determining the Regional Current and Capital Budgets in detail. These special meetings are scheduled as required, and are held at the Regional Administrative Headquarters, unless notice is given of an alternate meeting location.

Special meetings of Council or Committee may be called by the Regional Chair or upon receipt of a petition of the majority of the Members of Council. The Regional Clerk shall summon a special meeting for the purpose and at the time and place mentioned in the petition or as directed by the Regional Chair. No other business may take place at the special meeting other than that stated in the notice.

In order to obtain a mutually acceptable date for all Council Members, a poll may be conducted prior to confirming any proposed meeting dates. If difficulties occur in scheduling, the date is set based on a majority of members being able to attend.

Upon confirmation, an email and/or a memorandum indicating the meeting date, time, place and purpose will be circulated to Council Members not less than 48 hours before the time set for the meeting.

Depending on the purpose of the meeting, a notice may be placed in the local newspapers in accordance with Regional policy.

MEETING CANCELLATIONS

While Council meetings are rarely cancelled, they are done so by either resolution of Council or at the call of the Regional Chair with 48 hours notice, unless this is not possible, such as in cases of inclement weather.

Notice of cancellations of Council and Committee meetings are distributed to Councillors and their Assistants via email from the Office of the Regional Clerk and are posted on the Region's website.



PROCEDURE BY-LAW

The Region of Peel [Procedure By-law 100-2012](#), as amended, establishes the rules and general procedures to be followed by all Council and Committees in conducting their business.

The Region of Peel Procedure By-law sets out, among other things:

- The role of the Regional Chair, including appointment; duties and absences;
- Rules of procedure for council meetings;
- Delivery of agendas;
- Motions precedence;
- Appropriate conduct and debate for Council and Committee meetings;
- Committees, including types of Committees, appointments, presiding officers and Committee exceptions to Council procedures.
- Peel Regional Council Code of Conduct

DELEGATIONS

Persons desiring to address members at a meeting of Council or Committee, on any matter, may by written notice to the Regional Clerk, [request to be listed as a delegation](#) on a draft agenda. In accordance with the Region of Peel Procedure By-law, the Regional Clerk shall list the delegation requested on the next appropriate meeting agenda if the request is received by the Regional Clerk before the agenda is finalized and if the request relates to a report, delegation, presentation, recommendation or other item that is to be placed on the draft agenda for the committee or Council meeting.

If the requested delegation is received by the Regional Clerk after the time the committee or Council meeting agenda is finalized, the delegation will be added to the agenda only upon the approval of the Regional Clerk and the Presiding Officer of the committee or Council.

If the delegation request is not related to a report, delegation, presentation, recommendation or other item that is to be placed on the draft agenda for the committee or Council meeting, the delegation request shall be included on the next appropriate committee or Council meeting agenda under "Other Business" for consideration by the committee or Council. If the committee or Council approve the delegation request, the Regional Clerk shall add the delegation to the next appropriate committee or Council meeting. If the committee or Council do not approve listing the written notice requesting listing as a delegation, the Regional Clerk will so inform the delegate.

AGENDA DISTRIBUTION

Regular Agendas

The draft agendas for Regional Council and Committees are made available to Regional Councillors [one week prior to the meeting](#).



Members of Regional Council and their Executive Assistants will receive an email with a link to a secure regional website that includes the full agenda package that can be downloaded and saved to a computer or mobile device. The posted packages are fully indexed, bookmarked PDF files and the “Table of Contents” feature enables easy navigation through the agenda package.

It is Regional policy that agenda materials not be made accessible to the public until 24 hours after they have been distributed to Council members. This is to allow Council members an opportunity to become aware of issues prior to receiving inquiries from the public.

The Clerk’s division offers an Agenda Alert Service to the public to notify subscribers that agendas are available online. This service is offered free of charge.

Additional Agendas

Additional items to be considered at meetings will be made available through the secure regional website. Pursuant to the [Region’s Procedure By-law](#), the [Regional Clerk](#) may amend the draft agenda by adding matters to or deleting matters from the draft agenda at any time before the commencement of the meeting.

ACCESS TO MINUTES AND BY-LAWS

All minutes and by-laws of Council, Committees of Council and Peel Housing Corporation are indexed on Peel’s website www.peelregion.ca/council/

RESOLUTIONS AND BY-LAWS

The powers of the Region of Peel Council are exercised by either resolution or by-law of Council. It is often difficult to draw an exact line between the areas to be covered by these two forms of Council action. As such, it is important to know when a resolution will suffice and when a by-law is required.

The courts have held that where an action is a legislative act, a by-law is necessary, but where an action involves discharging a statutory responsibility and a by-law is not specified, then a resolution is sufficient.

There is often considerable confusion between the terms “motion” and “resolution”. Many governmental bodies use the terms interchangeably. The following definitions provide a clear distinction between the two.

What is a motion?

A motion is an expression of the wishes of Council or Committee which has been submitted for consideration. It is a proposal by a member in a meeting, that Council or Committee resolve and effect a decision.



What is a resolution?

A resolution is a motion that has been adopted by majority vote. It is the decision of Council on any motion or Committee recommendation.

What is a by-law?

In contrast to resolutions, by-laws are the municipal equivalent of legislation and are required where the power exercised is applicable on a continuing basis and pertains to everyone (i.e. water rate by-law or issuance of debentures).

The Region of Peel utilizes and passes a confirming by-law at the end of each Regional Council meeting, prior to adjournment. The purpose of this by-law is to adopt, ratify, and confirm each approved recommendation contained in the committee reports of Council and all other resolutions and actions taken by Council at that meeting. In enacting a confirming by-law, Council is authorizing Regional officials to take action necessary to give effect to the resolutions approved at that meeting. This includes obtaining approvals where required and executing all documents. The advantage of utilizing a confirming by-law is that it greatly streamlines the work of Council in reviewing by-laws.

How are resolutions and by-laws formulated at the Region of Peel?

Resolutions

- Option 1**
- staff prepare reports to Council recommending action or inaction on a certain issue recommendations may be adopted, amended, deferred to a future meeting, referred to staff or Committee of Council, or not adopted by Committee/Council
 - committee recommendations may be approved, amended, referred back to the committee or staff, deferred to a future meeting, or not approved by Council
- Option 2**
- Councillors may introduce their own motion with appropriate notice in accordance with the Procedure By-law and, where required, the notice policy of the Region.

By-laws

- staff identify need for a by-law via report to Council and legislative authority
- based on approval by resolution of Council, the appropriate staff, in conjunction with Legal Services, prepares the by-law
- Legal Services reviews the by-law
- the by-law is then presented to Regional Council for enactment
- the by-law is executed, signed by the Regional Chair and the Regional Clerk.



Resolutions and By-laws are Public Documents (Exception are In Camera Documents)

Resolutions and by-laws are both recorded in the Council minutes. The Regional Chair and the Regional Clerk sign all Council meeting minutes and by-laws. As required under the [Municipal Act, 2001](#), all minutes, proceedings, and by-laws of Council and Committees and other documents in the possession of the Clerk, are public documents and are to be available for public inspection. Any inquiries regarding Council resolutions, by-laws, and Council proceedings may be directed to [Legislative Services, Clerk's division](#).

CLOSED MEETINGS ("IN CAMERA")

In accordance with [section 239\(2\) of the Municipal Act, 2001](#) and the [Region's Procedure By-law](#), a meeting of Council or Committee or a part of that meeting may be closed to the public if the subject matter being considered is:

- (i) the security of the property of the municipality or local board;
- (ii) personal matters about an identifiable individual, including municipal or local board employees;
- (iii) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (iv) labour relations or employee negotiations;
- (v) litigation or potential litigation, including matters before administrative tribunals, affecting the Regional Corporation;
- (vi) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and/or
- (vii) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act.

A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the [Municipal Freedom of Information and Protection of Privacy Act](#) if the Council, board, commission or other body is the head of the institution for the purposes of that Act, in accordance with [Section 239\(3\) of the Municipal Act, 2001](#). See [Section 6.3](#) for information regarding *MFIPPA*.

Before holding a meeting or a part of a meeting that is to be closed to the public, Council or Committee as the case may be shall state by resolution:

- the fact of the holding of the closed meeting or portion of the meeting; and
- the general nature of the matter to be considered at the closed meeting.

A meeting shall not be closed to the public during the taking of a vote.

In accordance with section 293(3.1) of the [Municipal Act, 2001](#), a meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

- 1) The meeting is held for the purpose of educating or training the members.



- 2) At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Once out of In Camera, discussions remain confidential. In Camera agenda material can be left in Councillors' folders after Council or Committee meetings to be disposed of by [Legislative Services staff](#).

CLOSED SESSION (IN CAMERA) MEETING INVESTIGATIONS

Under the *Municipal Act*, a member of the public can request an investigation of a Closed Session Meeting (Section 239.1 and 239.2), if they feel a meeting was closed improperly.

A Closed Session Investigation is subject to a fee of \$170.00 as established under Council Resolution 2008-194.

The Region of Peel has, under Council Resolution 2007-1541, entered into an agreement with Local Authority Services (LAS) Ltd. LAS will conduct Closed Session investigations.

Requests should be directed to the Office of the Regional Clerk at 905-791-7800 ext. 4545.

CONFLICT OF INTEREST

Council Members shall declare conflicts of interest in accordance with the [Municipal Conflict of Interest Act, R.S.O. 1990, Chapter M.50](#). The link to the most current version of this legislation is included in [Section 7](#) of this manual.

The Act applies to all elected and appointed members of a municipal council (including the head of council) and trustees of an improvement district and, with a few minor exceptions, to all elected and appointed members of a local board.

- THE ACT APPLIES when a matter under consideration at a meeting of a council or local board is one in which a member, either on his own behalf or while acting for, by, with or through another, has a direct or indirect pecuniary (financial) interest.
- THE PECUNIARY INTEREST, direct or indirect, of a parent or the spouse or any child of the member (as defined in the Act) - if known to the member - is also the pecuniary interest of the member.
- EXCEPTIONS under the Act include specific exceptions, exceptions by reason of an interest in common with the electors generally, and the exception of trivial matters regarded as unlikely to influence the individual.



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- REQUIREMENTS OF MEMBERS when present at a meeting at which a matter is to be considered in which they have a direct or indirect pecuniary interest are as follows. The member:
 - shall, prior to any consideration of the matter at the meeting, disclose his or her interest and the general nature thereof;
 - shall not take part in the discussion of, or vote on any question in respect of the matter; and,
 - shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

Where the meeting is not open to the public, the member is required to leave the meeting for that portion of it dealing with the matter in question.

When absent from a meeting at which a matter is considered in which the member has a potential conflict of interest, the member is required to disclose the interest at the first meeting of the body involved attended by the member after the meeting in question.

- RECORDING OF DISCLOSURE OF A POTENTIAL CONFLICT OF INTEREST is the responsibility of the clerk of the municipality or the secretary of the committee or local board in question. Note, however, that it is not the responsibility of the presiding officer, another member, the council or a staff member to determine whether a member has a pecuniary interest and to require disclosure. The onus is on the individual member who may have the potential conflict.
- THE QUESTION OF WHETHER OR NOT A MEMBER HAS CONTRAVENED THE ACT may be tried and determined by a judge. The proceedings involved are as follows:
 - An application may be brought only by an elector, the definition of which varies depending upon the office held by the person who is alleged to have contravened the Act.
 - The elector may, within six years of the alleged contravention, and within six weeks of its occurrence coming to his or her attention, apply to a District Court (now part of the Superior Court of Justice) to determine the matter.
 - The decision of the Judge may be appealed to the Divisional Court, which may substitute its judgment in the place of the Trial Court, or may remit the matter for a new trial.



- WHERE IT IS DETERMINED THAT THE ACT HAS BEEN CONTRAVENED, the Judge:
 - shall, in the case of a member, declare the seat vacant.
 - may disqualify the member or former member from being a member for a period of not more than seven years thereafter.
 - may, where the contravention has brought personal financial gain, require restitution to the party suffering the loss.
- “SAVING PROVISIONS” in the Act absolve the individual when a contravention of the Act was made through inadvertence or a bona fide error in judgment.
- FINANCIAL PROTECTION FOR MEMBERS FOUND NOT TO HAVE CONTRAVENED THE ACT is provided in the legislative authorization for councils or boards to provide legal liability insurance or to reimburse the costs and expenses incurred by the member. It must be emphasized, however, that this support cannot be made applicable to circumstances where there has been a contravention of the Act, even when the contravention has been through inadvertence or a bona fide error in judgment.”

The foregoing outline represents only a brief summary and paraphrasing of a complex piece of legislation, and one which is likely to be refined and redefined through ongoing court decisions. If any question of conflict of interest arises, the member concerned should consult a solicitor. The solicitor of the municipality or local board, however, should not be consulted in such a matter. This person might then be in a conflict situation if advising individual members of a governing body to which the solicitor is also advisor.

Regional Councillors are advised to contact their personal solicitor if any question of conflict of interest arises.

Council has provided for certain insurance, indemnification and reimbursement of employees and members of Council in keeping with its authority to do so under the *Municipal Act, 2001*, as amended, and the *Municipal Conflict of Interest Act*, as set out in By-law 38-2005 which was amended on February 27, 2014, by [By-law 24-2014](#). Both By-laws are included in [Section 7](#) of this manual. As further detailed in the by-laws, coverage of legal costs will be provided to councillors where a *Municipal Conflict of Interest Act* application has been successfully defended to result in a judicial determination that a Councillor has not contravened that legislation, to a maximum of \$250,000 per policy passed by Regional Council on February 27, 2014.

The Region's Purchasing By-law is [By-law 113-2013](#). Relevant sections for Councillors include those on purchasing restrictions, unfair advantage and fairness, as well as new lobbying restrictions, and these are set out for review:



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- 7.4 No goods and services shall be purchased from a member of Regional Council, or an appointed officer, employee of the Region or of the Police Service or from any member of the Police Service or any spouse (including common law spouse), parent, grandparent, sibling, child, grandchild, niece, nephew, uncle or aunt of a member of Regional Council, or an appointed officer, employee or member, other than those services normally required under terms of employment where that person is an employee of the Region or of the Police Service unless, in addition to compliance with all other provisions of this By-law, the purchase has been approved by the Chief Administrative Officer or in the case of an employee of the Police Service, by the Chief of Police.
- 7.5 No member of Regional Council, or an appointed officer, employee of the Region or of the Police Service, member of the Police Service or any spouse (including common law spouse), parent, grandparent, sibling, child, grandchild, niece, nephew, uncle or aunt of an employee or member shall be permitted to purchase any surplus goods to be disposed of except by successfully bidding on the same at a public auction but in no case if the duties of that member of Regional Council, appointed officer or employee include making decisions regarding the disposal of such goods or activities relating to the conduct of the auction.
- 7.6 Members of Regional Council, appointed officers and employees of the Region or of the Police Service and members of the Police Service shall not knowingly cause or permit anything to be done or communicated to anyone which is likely to cause any potential Vendor or contractor to have an unfair advantage or disadvantage in obtaining a contract for the supply of goods and services to the Region or to the Police Service, or any other municipality, local board or public body involved in the purchase of goods and services either jointly or in co-operation with the Region.
- 7.7 No member of Regional Council, appointed officer, or employee of the Region or of the Police Service or member of the Police Service shall knowingly cause or permit anything to be done which will jeopardize the legal validity or fairness of any purchase of goods and services under this By-law or which is likely to subject the Region or the Police Service, to any claim, demand, action or proceeding as a result of such act or omission.
- 7.8 Lobbying restrictions:
- 7.8.1 Vendors, their staff members, or anyone involved in the acquisition of goods and services provided for in this By-law, shall not during the Bid Solicitation process or any subsequent award, engage in any form of political or other lobbying whatsoever or seek to influence the outcome of the purchasing process or subsequent Award. This restriction extends to all of the employees or appointed officers of the Region or of the Police Service, members of the Police Service and members of Regional Council.
- 7.8.2 The Region may reject any Bid by a Vendor that engages in such lobbying, without further consideration, and may terminate that Vendor's right to continue in the purchasing process.



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- 7.8.3 During a Bid Solicitation process or any subsequent award, all communications shall be made to the Region's designated official point of contact as specified in the Bid Solicitation. No Vendor or person acting on behalf of a Vendor or group of Vendors, shall contact any member of Regional Council, or an appointed officer, consultant or any employee of the Region or of Police Service, or member of the Police Service to attempt to seek information or to influence the Award.
- 7.8.4 Members of Regional Council, appointed officers and employees of the Region or of the Police Service, or members of Police Service, shall refer any inquiries about a Bid Solicitation process to the Director of Purchasing.
- 7.9 In accordance with Region's Local Preference Procurement Policy no goods and services shall be requisitioned under this by-law based on location or origin of goods and services.



The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

Regional Council: council@peelregion.ca
Regional Clerk: regional.clerk@peelregion.ca

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Regional Clerk and Director of Clerk's
 - Regional Clerk and Director of Clerk's ext. 4325
 - Administrative Assistant ext. 4545
- Council/Committee Meetings
 - Councillors' Absences ext. 4526
 - Agendas, Minutes and By-laws ext. 4526
 - Meeting Schedule ext. 4526
 - Clerk's Reception ext. 4526
- Access to Information and Privacy
 - Manager of Access to Information and Privacy ext. 4095
- Legislative Services
 - Manager of Legislative Services ext. 4462
- Regional Emergency Management
 - Manager of Regional Emergency Management ext. 4132



3. Other Committees and Boards



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OTHER COMMITTEES AND BOARDS

COMMITTEES AND ADVISORY GROUPS

Committees and Advisory Groups are created by Council resolution to investigate and report on a particular matter or concern. Generally, membership is comprised of Regional Councillors who volunteer to serve on a committee. Membership on certain committees, such as the Peel Agricultural Advisory Working Group, includes not only Regional Councillors, but also staff from the area municipalities and representatives of organizations based in the Region of Peel. The expanded membership provides these committees with additional technical knowledge and unique perspectives on the issues under discussion. Once the committee has fulfilled its purpose, its mandate ceases and the committee is dissolved. Committee recommendations are generally reported to Regional Council.

These Committees and Advisory Groups have no legal identity as part of the organizational structure, nor do they possess any statutory powers. They look to Council for their authority to act.

At present, the following committees and advisory groups exist:

Audit and Risk Committee formerly known as the Audit Committee was created on February 9, 1995 under Resolution 95-59-37. The mandate of the Audit and Risk Committee is to fulfill the dual roles and mandates of ensuring that corporate financial reporting and the annual financial statements meet all legislative requirements and are credible and objective, and ensuring that responsibilities for sound management practice and management control are fulfilled by management and staff.

Emergency Management Program Committee advises Council on the development and implementation of the Regional Emergency Program. The objectives of the committee are to annually review the Regional Emergency Management Program and provide recommendations for its revisions, as required, as well as to annually review the Region of Peel Emergency Plan.

Debt Issuance Committee was established on February 24, 2011 under Resolution 2011-135 and By-law 26-2011. The committee is delegated the authority to make the final decisions with respect to the following matters to the extent that the authority has not already been delegated:

1. The authority to enact debenture by-laws to authorize the issuance approved by Council.
2. The authority to enact temporary borrowing by-laws for the current operations in accordance with section 407 of the *Municipal Act, 2001* to authorize short term borrowings for the purpose of meeting current expenditures in any year until such time as the taxes are collected and other revenues are received.
3. The entering into of bank loan agreements.
4. The entering into of financing and other agreements in connection with long-term borrowings offered through governments and their agencies.



Government Relations Committee (formerly the Intergovernmental Relations Advisory Committee) was established by Regional Council on January 15, 2015.

The mandate of the Government Relations Committee (GRC) is to:

- a) Develop, coordinate, implement and monitor government relations strategies, based on Regional Council endorsed advocacy positions, with Members of the Provincial Legislature, the Provincial Government, members of the Parliament of Canada, the Government of Canada, and related governmental agencies, including lower tier municipalities;
- b) Organize meetings with the Prime Minister, Premier, Ministers, MPs, MPPs, as well as community stakeholders/organizations; and
- c) Monitor activity with major municipal sector associations [e.g. Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Rural Ontario Municipal Association (ROMA)] and recommend engagement strategies with these organizations.

Housing Options for Older Adults in Peel formerly known as the Peel Advisory Working Group on Older Adults' Housing (PAWGOAH), the Housing Options for Older Adults in Peel (HOAP) working group was created on June 22, 2000 under Resolution 2000-662. The purpose of this voluntary working group is:

- to develop and promote ways of meeting the current and future need for appropriate affordable rental and ownership housing for older adults in Peel Region;
- to assist Regional Council in implementing the recommendations contained in the following reports:
 - "Housing Needs and Options of Older Adults in Peel Region: Final Report"; approved by Council in March, 2000 and "Views of Older Adults in Peel Region on Housing Needs and Options: Final Report" approved by Council on October, 2003. (Copies of the reports can be obtained through the Commissioner of Human Services); and
- to develop a strategic plan to address the recommendations and a work plan identifying the short and long-term tasks of the Working Group.

Peel Agricultural Advisory Working Group keeps Regional Council informed of the issues and concerns of the farming industry, agricultural organizations and the rural community in Peel. The membership provides input on how agricultural and rural issues can be incorporated into Regional and area municipal Official Plan goals, objectives, policies and programs. The group assists the Region of Peel in its efforts to protect agricultural lands as a natural resource of major importance to the economic viability of the Region.



Peel Police Services Board (PPSB) Nomination Ad hoc Committee acts as an interviewing and selection body for the one position on the Peel Police Services Board that is set aside for a person who is neither a member of Regional Council, nor an employee of the Region of Peel. This appointment is called the Citizen Appointment.

Region of Peel Accessibility Advisory Committee acts in an advisory capacity to the Region of Peel in accordance with the requirements of the [Ontarians with Disabilities Act, 2001](#) (ODA). The Committee assists the Region of Peel in identifying and prioritizing barriers for elimination and advises the Accessibility Planning Program, and monitors the progress of accessibility initiatives undertaken by the Region of Peel. An annual report is presented as required by the [Accessibility for Ontarians with Disabilities Act, 2005](#) (AODA).

Waste Management Strategic Advisory Committee was established on December 11, 2014 under Resolution 2014-861. The mandate of the Advisory Committee is to provide strategic guidance on the implementation of the Waste Reduction and Resource Recovery Strategy and the Infrastructure Development Plan.

LOCAL BOARDS, SPECIAL PURPOSE BODIES AND CONSERVATION AUTHORITIES

Local boards are related to a specific purpose, and are of a permanent nature. They usually have terms of reference and continuing responsibilities that prevent their termination. Most special purpose bodies have a legal status independent of the Region of Peel.

In addition, some local boards and committees are mandatory as they are required by provincial legislation. These special purpose bodies are related to the Region of Peel in that some of their members are appointed by Council, and in some cases are Regional Councillors, and that some have their budgets reviewed by Council.

The following are local boards, special purpose bodies and conservation authorities that presently exist within the Region of Peel:

Conservation Halton is a corporate body established under the [Conservation Authorities Act, 1990](#) of Ontario to manage watershed resources and related conservation projects in partnership with its member municipalities and the Province. Conservation Halton's watershed includes portions of the municipalities of Burlington, Oakville, Milton, Halton Hills, Puslinch, Hamilton and Mississauga.

Committee of Revision was established pursuant to the [Local Improvement Charges – Priority Lien Status Regulation](#) (Ontario Regulation 586/06, filed under the Municipal Act, 2001) for the purpose of hearing appeals against proposed frontage rates from residents being specially assessed for the installation of works eligible under the legislation, such as sanitary sewers or noise attenuation walls. The frontage rate is the cost per metre of frontage as determined by Regional Council.



Credit Valley Conservation - Conservation authorities have been established for the purpose of conserving and managing the area's natural resources within the watershed of each authorities jurisdiction. Credit Valley Conservation's watershed includes portions of the municipalities of Mississauga, Brampton, Caledon, Oakville, Halton Hills, Erin, East Garafraxa, Amaranth, Orangeville and Mono.

Greater Toronto Area (GTA) Agricultural Action Committee - The purpose and role of the Committee is as follows:

- provide a coordinating function for agricultural issues in the Greater Toronto Area (GTA);
- share information and resources to raise awareness of issues;
- act as liaison with all levels of government;
- encourage innovation and diversification within the industry;
- combine resources and efforts to achieve a sustainable, long term agricultural industry within the GTA;
- establish timetables for priority items in the Action Plan;
- develop a work plan to implement the actions outlined in the Action Plan, and to address firstly the nine priority items identified in the responsibility and priority matrix in the Plan; and
- coordinate with other participating organizations and coordinate for funding options.

Niagara Escarpment Commission (NEC) was established in June 1973 under the [*Niagara Escarpment Planning and Development Act*](#). The Act and the Commission provide for the maintenance of the Niagara Escarpment and land in its vicinity substantially as a continuous natural environment and to ensure that only such development occurs as is compatible with that natural environment.

Peel Goods Movement Task Force have is mandated to:

- develop a common vision for goods movement in the Peel area;
- provide a forum to bring together key public and private sector stakeholders to guide future improvements to the goods movement system;
- facilitate the exchange of information and to develop common messages on issues affecting goods movement; to monitor, review and provide input and feedback to regional, provincial and federal initiatives related to goods movement; and
- develop an action plan, with the required partnerships, for the implementation of short, medium and long-term improvements to the goods movement network in Peel.

Friends of PAMA Advisory Board is dedicated to the collection, preservation, exhibition and research of Peel's art, architecture and heritage. The mandate of PAMA is to share the story of Peel by providing diverse opportunities for creative exploration and discussion to help build cohesive communities.

Peel Police Services Board (PPSB) - The Regional Municipality of Peel Police Services Board is responsible for the provision of police services, law enforcement and crime prevention within the Region, a duty it discharges through the enactment of policies. The Board is the employer for the police service.



Peel Regional Police Internet Safety Committee was created in 1999 on the recommendation of former Chief Noel P. Catney and the Chief's Management Group. The Committee's mandate is to proactively address issues related to the protection of children who access the Internet.

Toronto and Region Conservation Authority - Conservation authorities have been established for the purpose of conserving and managing the area's natural resources within the watershed of each authority's jurisdiction. The Toronto and Region Conservation Authority's (TRCA) watershed includes Toronto, portions of the municipalities of Durham, Brampton, Mississauga, Caledon, Adjala-Tosorontio, Mono, Markham, Richmond Hill, Vaughan, Aurora, King and Whitchurch-Stouffville.

Toronto and Region Conservation Authority (TRCA) - Partners in Project Green: Executive Management Committee - The purpose of the Partners in Project Green Executive Management Committee is to:

- provide leadership and communication among Partners in Project Green members and supporters;
- act as a spokesperson for Partners in Project Green;
- review and approve the Partners in Project Green strategy and programs as required;
- review and approve the Partners in Project Green budget;
- monitoring overall Partners in Project Green priorities and performance;
- publishing an annual report; and
- providing legal, governance and issue-resolution guidance relating to Partners in Project Green activities.



4. Peel Housing Corporation (Peel Living)



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PEEL HOUSING CORPORATION (PEEL LIVING)

The growing need for affordable housing has been recognized consistently in Peel since the inception of Regional government. At that time, it had become apparent that the housing needs of a number of Peel residents were not being met by the private sector. In response, Regional Council passed a resolution in November 1975 to incorporate a non-profit housing organization, Peel Non-Profit Housing Corporation, being a separate entity or governing Board from that of The Regional Municipality of Peel. Effective January 1, 2003, Peel Regional Housing Corporation (PRHC), formerly the provincially operated Peel Regional Housing Authority (PRHA), amalgamated with Peel Non-Profit Housing Corporation to form the Peel Housing Corporation. Peel Housing Corporation is responsible for the administration of the properties in their portfolio. The General Manager has overall responsibilities in the delivery of social, business/financial and property management services to residents and the Region of Peel.

In 2014, the governance of Peel Housing Corporation underwent significant change. Instead of a Board of up to 25 Regional Councillors meeting at 11:30 a.m. on the third Thursday of each month (during a Regional Council meeting), the structure was amended to create a Board made up of Regional Councillors (six) and residents of the Region of Peel (five). One objective of the change was to provide an opportunity for the Board to invest additional time in the development of a strategic plan, creation of a financial viability model and continue to oversee the operation of the Corporation.

Role and Mandate

The mandate during Peel Housing Corporation's years of operation has remained constant. Simply stated, Peel Housing Corporation is in the business of providing affordable rental housing for low and modest-income families, singles and senior citizens in Peel Region. Peel Housing Corporation is actively exploring alternate ways to meet affordable housing needs, while encouraging both the Provincial and Federal governments to facilitate production by the private sector.

Board of Directors

Membership of the Board of Directors is comprised of six selected Regional Council members and five residents of the Region of Peel, determined by Council at the first regularly scheduled Regional Council meeting following the Inaugural meeting. The five residents of the Region of Peel are selected from submitted resumes in response to newspaper and other advertising and recommended to Council for appointment. A Director is appointed/elected for a term to coincide with the present term to Regional Council. The Board of Directors of Peel Housing Corporation meets monthly for two hours on the first Thursday of each month.

President and Vice-President

The President and Vice-President are chosen by the Board of Directors at their first meeting. The President will preside over all meetings. If the President is not available, the Vice-President will preside over the meeting. In the absence of the President and the Vice-President, another director who is present may be elected as acting President by those present at the meeting.



Directors

Directors are responsible for receiving the reports and statements required by the *Corporations Act* to be laid before the annual meetings to appoint auditors, and for the transaction of such business as may properly be brought before the meeting. Beginning in the 2014-2018 Term of Council, the Board of Peel Housing Corporation will oversee the development of a financial sustainability model and a strategic plan.

Peel Housing Corporation Contact Information

Email Contact

The Peel Housing Corporation email address convention to reach staff by name is **first.last@peelregion.ca**. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Manager of Peel Housing Corporation: muliwa.mwarigha@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- | | |
|--|-----------|
| • Chief Administrative Officer | ext. 4312 |
| • Commissioner of Human Services | ext. 4939 |
| • Director of Housing Operations and Management Services
and General Manager of Peel Living | ext. 3549 |
| • Treasurer | ext. 4292 |
| • Corporate Counsel | ext. 4319 |
| • Corporate Secretary | ext. 4462 |



5. Regional Administration



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STRUCTURE

HOW WE ARE ORGANIZED

The Regional Municipality of Peel is served by a professional, experienced and competent administration dedicated to serving the needs of Council and its constituents.

The organization is structured into the following departments:

- Office of the Chief Administrative Officer
- Corporate Services
- Finance
- Health Services
- Human Services
- Public Works
- Service Innovation, Information & Technology

All departments report to the Chief Administrative Officer for administrative purposes. Each department reports to Regional Council which considers policy matters related to the responsibilities of the department.

There is a clear relationship between departments and the Regional Council in that Council plays an important role in policy development and decision making while the departments are responsible for implementing and administering those policies.

CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer (CAO) is appointed by Council in accordance with By-law Number 4-74, as amended. The CAO is the most senior staff position in the Region of Peel. Reporting to the Regional Chair and Regional Council, the CAO is responsible for implementing Council's strategy, policies and directions and for ensuring the efficient and effective operation of the corporation. A fundamental responsibility of the CAO is integration; the integration of diverse interests into one corporate perspective.

See [Section 5.2](#) for more information on the role and mandate of the Chief Administrative Officer.



EXECUTIVE LEADERSHIP TEAM

Composition

The Executive Leadership Team (ELT) is comprised of the following staff:

- Chief Administrative Officer (CAO)
- Commissioner of Corporate Services
- Commissioner of Finance and Chief Financial Officer
- Commissioner of Health Services
- Commissioner of Human Services
- Commissioner of Public Works
- Commissioner of Service Innovation, Information & Technology

Role and Mandate

To provide strategic direction to the Corporation's business affairs and operations and to ensure the efficient and effective operation of the Region in line with Council's directions.

The Executive Management Team (EMT) meets weekly, or as otherwise determined by the Team.

Key Responsibilities

- Provide leadership on corporate strategies, directions and initiatives
- Monitor and work to enhance Council/staff relations
- Provide leadership to emerging or critical issues as necessary
- Provide oversight of Strategic Actions emanating from the Strategic Plan
- Share/exchange strategic advice, information and ideas
- Support the resolution of broad cross-departmental issues
- Review, evaluate and approve the work of any support teams that may be established



Chief Administrative Officer and Executive Management Team Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Regional Chair: chair@peelregion.ca
Regional Council: council@peelregion.ca
Regional Clerk: regionalclerk@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Chief Administrative Officer (OCAO)
 - Chief Administrative Officer (CAO) ext. 4312
 - Executive Administrative Assistant to the CAO ext. 4311
 - Director of OCAO ext. 1898
 - Administrative Assistant OCAO ext. 4255
- Executive Leadership Team
 - Commissioner of Corporate Services ext. 4258
 - Commissioner of Finance ext. 4759
 - Commissioner of Health Services ext. 4901
 - Commissioner of Human Services ext. 4670
 - Commissioner of Public Works ext. 4395
 - Commissioner of Service Innovation, Information & Technology ext. 4201



OFFICE OF THE REGIONAL CHAIR

The Regional Chair is the head of Council and political head of the Region, and Chief Executive Officer of the Regional Corporation. The Regional Chair provides leadership to Regional Council and works to uphold and promote Peel's purposes, representing Peel locally, nationally and internationally.

Appointment

The Regional Chair is appointed by the 24 members of Regional Council in accordance with section 233(2) of the [Municipal Act, 2001](#), as amended and section 1(2) of the [Regional Municipality of Peel Act, 2005](#).

Role and Mandate

The Regional Chair carries out the following duties/responsibilities:

- Acts as chief executive officer of the municipality and:
 - a) upholds and promotes the purposes of the Region of Peel;
 - b) promotes public involvement in Regional activities;
 - c) acts as the representative of the Region both within and outside Peel, and promotes Peel locally, nationally and internationally; and
 - d) participates in and fosters activities that enhance the economic, social and environmental well-being of the Region of Peel and its residents.
- Presides over Regional Council meetings so that its business can be carried out efficiently and effectively;
- Provides leadership to Regional Council;
- Provides information and recommendations to Regional Council with respect to the role of council described in clauses 224(d) and (d.1) of the [Municipal Act, 2001](#) as amended, regarding implementation of Regional Council decisions through established policies, practices and procedures, and accountability and transparency of operations of the Region;
- Represents the Region of Peel at official functions;
- Serves as an official signing officer for the Corporation;
- Serves as the corporate spokesperson with the media;
- Communicates on a regular basis with all orders of government, both elected and non-elected, community stakeholders and constituents at large;
- Liaises through the Chief Administrative Officer with Regional staff to co-ordinate material to develop Chair's reports and correspondence;



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- Remains sensitive to critical issues of the community, the organization and the political environment;
 - Handles constituent problems by working with the appropriate Regional department;
 - Facilitates good working relationships with member municipalities and neighbouring municipalities;
 - Prepares tributes and recognition to citizens and organizations, preparing special scrolls for birthdays and anniversaries, as well as preparing letters of welcome and greetings to delegates attending conferences and conventions being held in the Region;
 - Provides appropriate support and assistance to Regional Councillors;
 - Carries out the duties of the head of Regional Council under the *Municipal Act, 2001*, or any other Act.

Office of the Regional Chair Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Office of the Regional Chair: chair@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Regional Chair
 - Regional Chair ext. 4310
 - Chief of Staff to the Chair ext. 4999
 - Executive Assistant to the Chair ext. 4309



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer (CAO) is the most senior staff position in the Region of Peel. Reporting to the Regional Chair and Regional Council, the CAO is responsible for implementing Council's strategy, policies and directions and for ensuring the efficient and effective operation of the corporation.

Appointment

The Chief Administrative Officer (CAO) is appointed by Council in accordance with By-law Number 4-74, as amended.

Role and Mandate

The CAO is responsible for the overall management of the Regional Corporation. The CAO, with members of the Executive Leadership Team (ELT), where appropriate:

- Formulates policy options and goals with Council;
- Exercises general control and management of the affairs of the Region for the purpose of ensuring efficient and effective operations;
- Ensures the accountability and transparency of the operations of the Region;
- Provides strategic plan and corporate planning process management to allow the Region to monitor and implement its organizational goals;
- Updates the Regional Strategic Plan with Council for each term of Council; and monitors and reports regularly to Council on the success of the Plan;
- Provides for measurement and monitoring of effective municipal corporate management;
- Reviews the corporate performance measurement indicators to ensure that Regional programs and services are prioritized and delivered efficiently and effectively within the resources established by Council;



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- Takes a lead staff role in the annual current and capital budget process whereby the appropriate short and long term resource allocations are made;
 - Reviews and develops policy, directing the decision-making process to ensure the support of Regional goals and strategic directions as set out in the Strategic Plan and presents resulting recommendations to Council;
 - Advises Council on the implications, financial and/or otherwise, of the decisions it is considering regarding Regional policies and programs;
 - Ensures the establishment of administrative practices and procedures to implement the decisions of Council;
 - Keeps abreast of the external environment, attempting to favourably influence policies which would impact on the Region;
 - Provides strategic advice and support to Council, the Chair and department heads on overall corporate and external issues and positions;
 - Serves as an official signing officer for the Corporation;
 - Ensures that a positive community image of the services, programs and properties owned and/or operated by the Region is established and maintained.



Office of the Chief Administrative Officer Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Chief Administrative Officer: david.szwarc@peelregion.ca

Director of Office of the Chief Administrative Officer: aileen.baird@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Chief Administrative Officer
 - Chief Administrative Officer (CAO) ext. 4312
 - Executive Administrative Assistant to the CAO ext. 4311
 - Director of OCAO ext. 1898
 - Administrative Assistant OCAO ext. 4255



CORPORATE SERVICES

DEPARTMENT OVERVIEW

Corporate Services has an overall responsibility to support the achievement of the organization's priorities through the provision of strategic advice as well as effective resource planning and supports. Staff work in partnership with client departments to understand their business needs and objectives and provide high quality, timely advice and supports. The Corporate Services department includes:

- **Office of the Commissioner**
- **Clerk's Division**
 - Access to Information and Privacy
 - Legislative Services
 - Regional Emergency Management
- **Human Resources Division**
 - Organizational Development
 - Total Rewards (Compensation and Benefits)
 - Labour Relations
 - Workplace Health & Safety
 - Recruitment and Diversity
- **Integrated Planning Division**
 - Policy Development
 - Research and Analysis
 - Corporate Project Management Office
- **Internal Audit Division**
 - Internal Audit
 - Integrated Risk Management
- **Legal Services Division**
 - Legal Counsel
 - Real Estate Capital Acquisitions
- **Real Property and Asset Management Division**
 - Energy & Environmental Management
 - Facilities Services
 - Asset Renewal & Construction
 - Strategy & Portfolio Management



Office of the Commissioner

The office of the Commissioner provides overall direction and oversight to the Corporate Services department, including ensuring strategic alignment to the Region's Strategic Plan.

Clerk's Division

The Regional Clerk acts as an official point of contact for the public with Regional Council and is designated as the primary contact for access to the official records of the Regional Municipality. The [Clerk's division](#) serves an integral function within our Regional organization and to the public. It is structured into three different areas: Access to Information and Privacy, Legislative Services and Regional Emergency Management.

Access to Information and Privacy is responsible for the Region of Peel Accessibility Program and administration and reporting of *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. Formal Freedom of Information requests are processed on behalf of the Regional Clerk, and advice and support is provided to all Regional departments regarding information access requests, notice of collection statements, privacy breaches and investigations and any general privacy related inquiries.

Legislative Services supports the Council and Committee process: agendas, minutes, by-laws, meeting procedures and support, records and communicates proceedings, and provides procedural advice and related administrative services.

The Regional Emergency Management Program is responsible for ensuring the Region of Peel is resilient and responsive during significant events impacting the broader Peel community.

Human Resources Division

The planning and delivery of human resources solutions and services that ensure the continued availability and engagement of the workforce to efficiently, effectively and safely achieve the Region's strategic and operational objectives.

Internal Audit Division

Internal Audit provides independent, objective assurance and advisory services for Executive Management and the Audit Committee so residents can have confidence in the way Peel is being managed. Internal Audit uses a systematic and disciplined approach to identifying areas to be audited on an annual basis. Internal Audit is also responsible for providing integrated risk management services for the Region of Peel to assist management and staff to proactively assess risks and develop mitigation techniques to help ensure the achievement of Regional objectives.



Legal Services Division

The division provides legal advice and representation to the Regional Corporation, its local boards including the Peel Police Services Board and Peel Housing Corporation (Peel Living) and to Regional Council and staff. The division is also responsible for all transactions required to meet the real property needs of its clients, including the acquisition and disposal of land and interests in land. Legal Services provides the Region with representation in court and at hearings held by tribunals such as the Ontario Municipal Board (OMB) both directly and through external counsel.

Real Property and Asset Management Division

The organization provides planning and delivery of a range of real property services on behalf of the Corporation. Services include oversight of the Region's office program comprising multiple locations and housing approximately 3,000 people and providing real property management services to program related facilities such as affordable housing, Long-Term Care, Paramedic Services and Public Works.

Real Property Asset functions include capital planning and asset life cycle management, residential and commercial capital renewal on Regional facilities, development and construction of new residential and commercial facilities, contract and project management services for new construction buildings and renovations to existing facilities. The division also oversees implementation and execution of the Region's energy and environment sustainability strategy, including energy procurement and budgeting, conservation and long-term planning, utilizing best practices for energy systems and developing strategies for delivery of energy efficiency programs.

Integrated Planning

The division is responsible for the Region's Official Plan as well as the Corporate Project Management Office (PMO).

The division develops plans and policies to ensure the Region's growth and development is planned and managed to achieve a healthy sustainable Region for current and future generations. This includes updating the Regional Official Plan, including Official Plan reviews, as well as various studies to support regional planning in Peel.



Corporate Services Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last@peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Commissioner of Corporate Services:

Regional Clerk:

Regional Council:

lorraine.graham-watson@peelregion.ca

regional.clerk@peelregion.ca

council@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Commissioner
 - Commissioner of Corporate Services ext. 4258
 - Administrative Assistant ext. 4288
- Clerk's
 - Regional Clerk and Director of Clerk's ext. 4325
 - Administrative Assistant ext. 4545
- Human Resources
 - Director of Human Resources ext. 4743
 - Administrative Assistant ext. 4039
- Internal Audit
 - Director of Internal Audit ext. 4557
 - Administrative Assistant ext. 4017
- Legal Services
 - Regional Solicitor and Director, Legal Services ext. 4319
 - Administrative Assistant ext. 4587



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- Real Property and Asset Management
 - Director of Real Property Asset Management ext. 4759
 - Administrative Assistant ext. 7670

 - Integrated Planning
 - Director of Integrated Planning ext. 4251
 - Administrative Assistant ext. 4239



FINANCE

DEPARTMENT OVERVIEW

Finance has an overall responsibility to provide financial stewardship through business partnership to Regional programs and Council by offering tools, guidance and education to help support the business and organizational objectives. The Finance department includes:

- **Office of the Commissioner of Finance and Chief Financial Officer (CFO)**

- **Business and Financial Planning Division**

- Business and Capital Planning
 - Financial Support Services
 - Corporate Asset Management

- **Corporate Finance Division**

- Treasury and Portfolio Management
 - Financial Policy and Development Financing
 - Accounting Services
 - Technology Application Development and Support
 - Insurance Services

- **Purchasing Division**

- Procurement Services
 - Planning and Performance
 - Disposal of Assets

Office of the Commissioner and Chief Financial Officer

The Office of the Commissioner provides overall direction and management of the Finance department, including strategic alignment to the Region's Strategic Plan, business planning, policies and procedures and liaison with internal and external stakeholders.

Business and Financial Planning Division

This division is responsible for the development and presentation of the Corporation's overall business plan to Council and the public, partnering with each Regional program to develop forward looking financial strategies, and establishing a consistent and effective enterprise asset management strategy for all Regional assets through Corporate Asset Management. These activities are all in support of the Region's Long Term Financial Planning Strategy which strives to enhance and ensure the Regions financial sustainability and flexibility while minimizing financial vulnerability.



Corporate Finance Division

The Corporate Finance division manages all of the Corporation's cash investment needs, administers the Region's banking services and the long-term borrowing programs of the Region, the area municipalities and the school boards. It is also responsible for setting development charge rates and overseeing development charge revenue, provides key policy support to the Corporation and Council in all municipal finance related issues as well as coordinating all aspects of property tax policy in the Region of Peel. The Corporate Finance division acts as the Corporation's service centre for Accounts Payable, Accounts Receivables and Corporate Reporting, develops and maintains the Region's finance management information systems, and plans, organizes, leads and deploys the various facets of the Corporation's insurance programs in support of the organization's business needs.

Purchasing Division

The planning and delivery of procurement solutions and services that provide the Regional Corporation with the goods and services it needs in the most cost effective, fiscally responsible and accountable way.



Finance Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last@peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Commissioner of Finance and Chief Financial Officer

stephen.vanofwegen@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Commissioner
 - Commissioner of Finance and Chief Financial Officer ext. 4759
 - Administrative Assistant ext. 7670
- Business and Financial Planning Division
 - Director of Business and Financial Planning Division ext. 4759
 - Administrative Assistant ext. 4261
- Corporate Finance
 - Regional Treasurer and Director of Corporate Finance ext. 4292
 - Administrative Assistant ext. 4651
- Purchasing
 - Director of Purchasing ext. 4302
 - Administrative Assistant ext. 4187

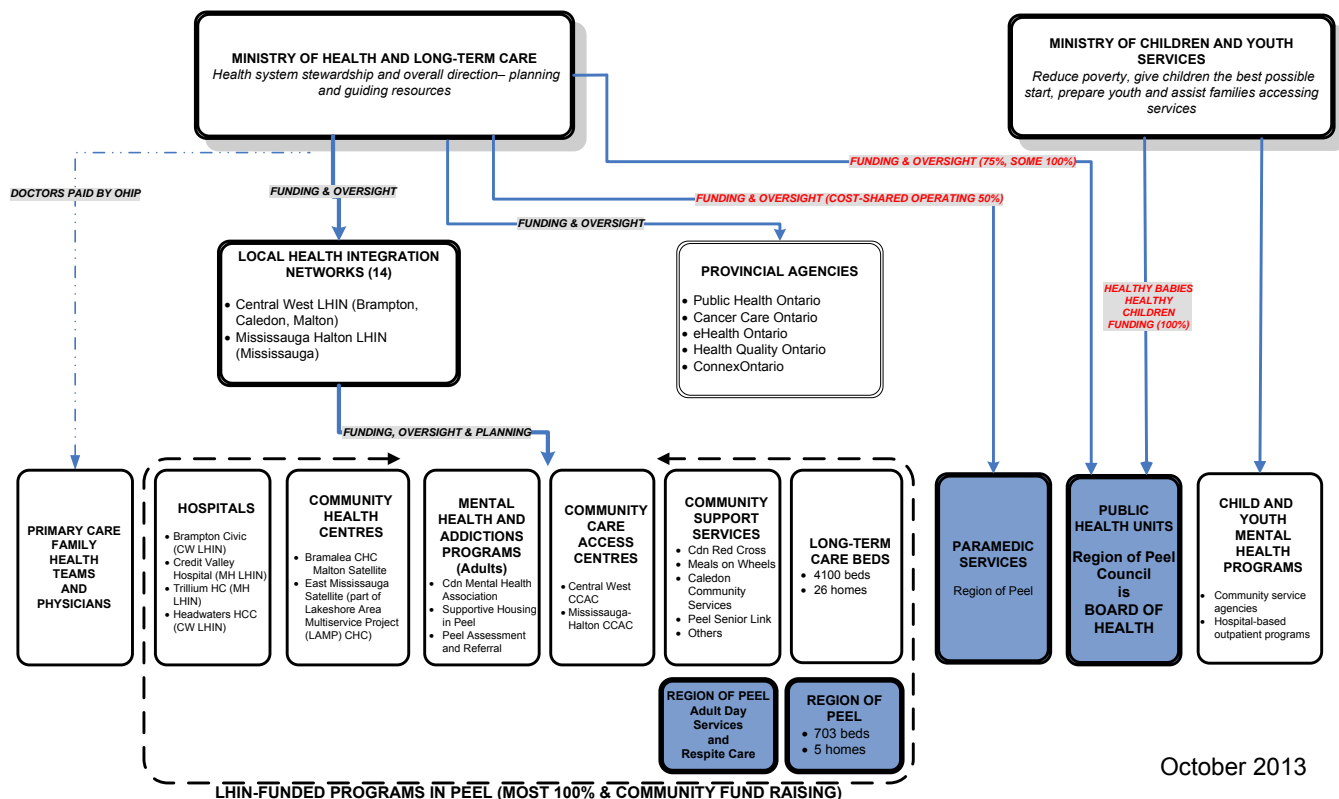


HEALTH SERVICES

DEPARTMENT OVERVIEW

Health Services has an overall responsibility to provide leadership for Public Health, five Long-Term Care homes and Community Support Services for Seniors, and Paramedic Services. The department also works in partnership with other Health Service providers, agencies and organizations to improve the health of Peel's community. The chart below provides an overview of the health system in Peel. The Region's roles are shaded.

Overview of the Health System



October 2013

Programs and services are delivered by the department through the following divisions:

- Long Term Care
- Paramedic Services
- Public Health
 - Chronic Disease and Injury Prevention
 - Communicable Diseases
 - Environmental Health
 - Family Health
- Strategic Policy, Planning and Initiatives
- Internal Client Services



DIVISIONAL FUNCTIONS

Long Term Care

This division operates five long-term care homes – Davis Centre, Malton Village, Peel Manor, Sheridan Villa and Tall Pines (see locations below). At Sheridan Villa, 19 beds are designated as a Special Behaviour Unit. These long term care homes provide residential services for 703 frail seniors and a full range of services including medical and nursing care; nutrition, personal care for daily needs; social and therapeutic activities; facility maintenance and security, as well as laundry and housekeeping services.

Long Term Care Home Locations

Caledon

- The Davis Centre – 80 Allan Drive, Bolton

Brampton

- Peel Manor - 525 Main Street North
- Tall Pines - 1001 Peter Robertson Boulevard

Mississauga

- Malton Village – 7075 Rexwood Road
- Sheridan Villa – 2460 Truscott Drive

Peel Long Term Care also offers community services through adult day programs for seniors living in the community and respite care services. Project Lifesaver helps families protect loved ones who may wander by equipping individuals with a wrist transmitter to enable their safe return. Food is also prepared on a fee-for-service basis for the community-based Meals on Wheels programs at Peel Manor and Davis Centre.

Peel Regional Paramedic Services

Peel Regional Paramedic Services (PRPS) provides the Region of Peel with emergency medical services on a 24-hour basis, 365 days a year. Paramedic Services operates in partnership with the provincially operated Central Ambulance Communications Centre (CACC) that dispatches the Paramedic crews and the Sunnybrook-Osler Centre for Pre-hospital Care that provides medical oversight for the service.



Paramedic Station Locations

Caledon

- 28 Ann Street, Bolton
- 3611 Charleston Sideroad
- 2 Snelcrest Drive

Brampton

- 52 Bramalea Road
- 75 Hale Road, Unit B
- 91 Sandalwood Parkway West
- 1600 Bovaird Drive East (Reporting Station)*
- 555 Queen Street West *
- Peel Memorial Centre *
- 75 Exchange Drive *
- 10775 The Gore Road *
- 25 Risinghill Ridge (Reporting Station) *

Mississauga

- 1578 Finfar Court, Unit 4
- 1197 Fewster Drive, Unit B
- 1165 Fewster Drive
- 6660 Kennedy Road, Unit 3
- 6810 Kitimat Road, Unit 13
- 5299 Maingate Drive
- 1980 Boylen Road, Unit 1
- 2355 Tedlo Street, Unit 4
- 6825 Tomken Road (Reporting Station) *
- 7101 Goreway Drive *
- 1355 Winding Trail *
- Cawthra & Lakeshore *
- Erin Mills & Thomas Street (Reporting Station) *
- 3190 Mavis Road *
- 6375 Airport Road *
- Jack Darling Park *

* Satellite and reporting stations planned to be built as part of a 10-year facilities plan



Peel Public Health

The Medical Officer of Health (MOH) reports to the Board of Health, which in the Region is Regional Council, on disease prevention and health protection matters that are of concern or deemed to be a health hazard under the [Health Protection and Promotion Act](#). The MOH provides direction to the public health staff and acts as the main spokesperson on all public health issues and/or strategies. Public Health services are provincially mandated and guided by regulations set out in the Ontario Public Health Standards. The four goals of Public Health are:

- Improvement and maintenance of the health status of the population;
- Reduction of disparities in health status;
- Preparation for, and response to, emergencies; and
- Enhancing the sustainability of the health care system by preventing disease and injuries.

Services within Public Health are delivered to the community through the following divisions:

Chronic Disease and Injury Prevention

Chronic Disease and Injury Prevention provides programs and services to reduce chronic diseases (cancer, heart disease, and diabetes) and promote healthy eating, physical activity, smoke-free environments and screening for cancer. The division also develops and delivers programs for all ages to prevent injuries and reduce tobacco and substance abuse. The division is responsible for programs and services for school-aged children to improve health behaviors in partnership with the schools and communities. The division also is responsible for low income dental services for children, youth and seniors.

Communicable Diseases

The Communicable Diseases division provides programs and services to protect the public from communicable and sexually transmitted diseases including testing, treatment, case management, education, vaccine distribution, immunization, school immunization records, outbreak management and infection control. The division, in partnership with other Public Health divisions, also operates healthy sexuality clinics and multi-service clinics throughout Peel. The clinics offer many services (depending on the location) including:

- Healthy sexuality services;
- Vaccine distribution;
- Needle exchange program;
- Prenatal classes;
- Breastfeeding services;
- Immunization clinics; and
- Dental screening and assessment.

Clinic Locations

Caledon

- 18 King Street East, Bolton (Dental Screening, Needle Exchange, Healthy Sexuality)



Brampton

- 150 Central Park Drive (Breastfeeding, Dental Screening, Preventative Dental, Healthy Sexuality, Immunization Services, Vaccine Management, Needle Exchange, and Prenatal Classes)

Mississauga

- 325 Central Parkway West, #21 (Dental Screening, Preventative Dental, Healthy Sexuality, Immunization Services, Vaccine Management, Needle Exchange, Prenatal Classes, and Teen Supper Club)
- 7205 Goreway Drive (Healthy Sexuality, Needle Exchange, Vaccine Management)
- 6975 Meadowvale Town Centre Circle (Breastfeeding, Dental Screening, Healthy Sexuality, Vaccine Management, Immunization Services, Needle Exchange, and Prenatal Classes)

Environmental Health

Environmental Health provides related services to protect the public from environmental hazards and infection. Staff inspect food businesses in the Region of Peel to ensure proper food safety procedures are in place. The division is also responsible for the monitoring of health hazards to ensure environmental health risks to the public are reduced. This would include the enforcement of smoke-free public spaces, safe water, food safety, rabies control, vector-borne diseases and West Nile Virus prevention and control.

Family Health

Family Health's focus is on prevention and early intervention to promote healthy birth outcomes and optimal development of children up to six years old. It provides a number of prevention/early interventions designed to assist children to meet their developmental milestones through the Healthy Babies Healthy Children program. The division provides reproductive health programs including prenatal education, fathering initiatives and teen education. As well, the child health program promotes optimal early childhood development (positive parenting and nutrition) and breastfeeding services.

Strategic Policy, Planning and Initiatives

The Strategic Policy, Planning and Initiatives division oversees department-wide policy, research and projects for key strategic issues such as the aging population and health system partnerships. It also manages community health initiatives that fall outside of Public Health's mandated programs such as youth violence prevention and mental health.



Internal Client Services

The Internal Client Services division provides support to all programs in the Health Services department including health performance and accountability (program evaluation, process and business improvement, business analysis, performance measurement); volunteer coordination, health facility planning for new Paramedic stations, public health clinics and Long-Term Care capital projects; emergency management and health information management.



Health Services Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last@peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Commissioner of Health Services: janette.smith@peelregion.ca
Acting Medical Officer of Health: eileen.devilla@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Commissioner
 - Commissioner of Health Services ext. 4901
 - Administrative Assistant ext. 4902
- Office of the Medical Officer of Health
 - Acting Medical Officer of Health ext. 2856
 - Administrative Assistant ext. 2628
- Chronic Disease and Injury Prevention
 - Director of Chronic Disease and Injury Prevention ext. 2617
 - Administrative Assistant ext. 2619
- Communicable Diseases
 - Director of Communicable Diseases ext. 2615
 - Administrative Assistant ext. 2626
- Family Health
 - Director of Family Health ext. 2449
 - Administrative Assistant ext. 2673
- Environmental Health
 - Director of Environmental Health ext. 2802
 - Administrative Assistant ext. 2651



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- Long Term Care
 - Director of Long Term Care ext. 2647
 - Administrative Assistant ext. 2487
 - Paramedic Services
 - Chief and Director of Paramedic Services ext. 3921
 - Administrative Assistant ext. 3925
 - Strategic Policy, Planning and Initiatives
 - Director of Strategic Policy, Planning and Initiatives ext. 4138



HUMAN SERVICES

Human Services operates as the Service System Manager to oversee planning, funding and delivery of programs. We work through numerous partnerships with community organizations and other levels of government. Our emphasis has shifted from direct “service delivery” to supporting the alignment and integration of resources in the broader human service system to best meet community needs.

Together with community partners, we plan, manage and deliver quality, integrated services that invest in people to enable their full participation in the economic, social and cultural life of Peel through a continuum of supports.

Human Services Department:

Office of the Commissioner

Programs and Services/Divisions:

- Community Access
- Community Partnerships/Children’s Services
- Housing Operations and Management Services (Peel Housing Corporation)
- Integrated Business Support
- Office of System Innovation
- Service System Management
- Strategic Planning, Policy and Partnerships

Locations: Human Services provides accessible, high quality client-centered services at two locations:

10 Peel Centre Drive
Suite B, 1st Floor
Brampton, ON
(905) 793-9200

7120 Hurontario Street
1st Floor
Mississauga, ON
(905) 793-9200



Human Services Leadership Team

Commissioner
[Janet Menard](#)
 Ext. 4939

<p>Sonia Pace Director Ext. 3807</p>		<p>Community Partnerships / Children's Services Builds capacity by strengthening and investing in community organizations and neighbourhoods, and provides programs and services for children and families including literacy, parenting, mobile education programs, and services for children with special needs.</p>
<p>Stella Danos-Papaconstantinou Director Ext. 8300</p>		<p>Community Access Access to Human Services programs which includes, Ontario Works, Child Care Fee Subsidy, Homelessness Prevention and Housing. Provides ongoing supports through an integrated client centred approach to service delivery. Programs and services help individuals move toward self-sufficiency by coordinating resources, services or opportunities that are suited to individual circumstances and needs.</p>
<p>Muliwa Mwarigha Director of HOMS, General Manager, Peel Living Ext. 3549</p>		<p>Housing Operations and Management Services (HOMS) Provides safe, well maintained living environments for tenants in Peel Living and Region of Peel owned properties including: 73 residential properties, two transitional housing residences and three emergency shelters. These services contribute to a positive experience for residents and enhance neighbourhoods where the buildings are located.</p>
<p>Thomas Yoon Director Ext. 4092</p>		<p>Integrated Business Support Provides financial, technology, business and policy support, and document services that enable effective delivery of Human Services programs.</p>
<p>Joan Kaczmariski Director Ext. 7242</p>		<p>Service System Management – Early Learning and Child Care Leads service system planning and management of early learning services with a view to policy and service integration. Helps improve these services through effective planning, based on local information and research about the needs of Peel's many different communities.</p> <p>Office of System Innovation Enables integration across divisions through collaboration and facilitation of inter-divisional relationships.</p>
<p>Juliet Jackson Director Ext. 6741</p>		<p>Strategic Planning, Policy and Partnerships Provides strategic leadership to strengthen and improve the range and quality of services available to Peel residents.</p> <p>Service System Management – Housing Leads service system planning and management of housing with a view to policy and service integration. Helps improve these services through effective planning, based on local information and research about the needs of Peel's many different communities.</p>



SERVICE HIGHLIGHTS

Services in Human Services fall under four service areas:

1. Social Assistance and Employment
2. Affordable Housing and Homelessness Prevention
3. Early Learning and Child Care
4. Community Investment

1. Social Assistance and Employment

- **Social Assistance** – basic financial assistance includes income assistance provided for the purposes of basic needs, shelter and items such as transportation, special diet allowances, benefits as prescribed in the regulations (e.g. prescription drugs) and emergency assistance provided to alleviate crises.
- **Employment Supports** – a full range of employment assistance is provided to clients unable to or unsuccessful at securing or maintaining employment. These programs and services provide an opportunity to enhance employability and the prospect of securing and retaining work while moving clients along the continuum to employment.
 - *Employment Placement* – employment activities that best fit their skills, experience, circumstances, and increase their ability to get and keep a job.
 - *Employment Resource Centres (ERCs)* – The Region runs two ERCs offering a range of services and supports to help residents with their job search.
 - *Literacy and Language Programs* – preparation for the changing labour market through programs to increase literacy skills and educational levels of the development of both hard and soft skills required by employers.
 - *Skills Training* – job-specific skills in the field of their choice.
 - *Community Placement* – work experience through unpaid placement in the not-for-profit or public sector.
 - *Assessment and Counselling, Career Planning and Life Skills Programs* – prepares and links clients to mainstream training and supports coping with daily living situations.
 - *Employment Placement Program for Employers* – human resources solutions at no cost to employers who are hiring. Businesses in Peel are provided with the right candidates for the job. Peel advertises job postings at the two employment resource centres free of charge, and refers suitable candidates from a large pool of applicants. If the candidate requires specific training, they may qualify for financial incentives to help offset training costs.
 - *Open the Door to Better Futures* - opportunities for single parents to help them overcome barriers that are preventing them from building a better future for themselves and their children. The six-month program includes paid on the job and life skills training.



2. Affordable Housing and Homelessness Prevention

- ***Service System Management and Waiting List*** – oversight for 49 community-based social housing providers in Peel (includes Peel Living, Regional and community-owned buildings built under the Affordable Housing Program and 45 non-profits and cooperatives). This includes access to housing through Peel Access to Housing (PATH) and placement on a waiting list of approximately 13,000 households.
- ***Rent Supplement Program/Housing Allowances*** – subsidies for eligible residents to assist with market level rent payments. Tenants pay their portion of the rent directly to the landlord, and the Region funds the difference between the market rent and the subsidized rent. Tenants are selected from the Region's Centralized Wait List (CWL).
- ***Rent Geared to Income (RGI) Subsidy*** – rental subsidy to eligible families in Peel who are approved for housing (from the CWL) at one of Peel's social housing providers. Rent subsidies vary according to the size and income of the household.
- ***Home in Peel Affordable Home Ownership Program*** – down-payment (forgivable) loan assistance to buy a home for eligible low-moderate income residents.
- ***Peel Renovates Program*** – Provides funding assistance for renovations to eligible homeowners in Peel, including seniors and those with disabilities, to improve housing quality and safety and/or to increase accessibility.
- ***Funding for Affordable Housing Projects*** – construction of new affordable housing by tapping into funding from the federal and provincial governments under the Investment in Affordable Housing for Ontario program (IAH).
- ***Peel Living*** - is the Region's non-profit housing company. Peel Living is the largest landlord in the Region of Peel and the third largest social housing provider in Ontario. Peel Living manages a portfolio 68 buildings and provides service to over 16,000 residents through 7,000 units. In addition, Peel Living provides management services for five Region of Peel buildings, two transitional housing sites and three Region of Peel shelters.
- ***Homelessness Prevention***
 - ***Preventing Homelessness in Peel Program (PHIPP)*** – a Provincial and Regionally funded rent bank and Emergency Energy Fund for those on the verge of eviction or utility shut-off.
 - ***After Hours Services*** – 24-hour emergency response for residents who lack shelter due to a personal or community emergency or evacuation.



- *Emergency Shelters and Transition Housing* – three emergency shelters (Cawthra Road, Peel Family Shelter and Wilkinson Road), and two transition homes (Peel Youth Village and Angela's Place).
- *Outreach* – collaboration with Peel Health and community partners. Experienced professionals provide health care, basic needs (e.g. food, blankets), mental health and addiction supports, and street counselling to the Peel homeless population.

3. Early Learning and Child Care

- **Service Management** – in accordance with the *Ministry of Education Policy Direction (Ontario Early Years Policy Framework)* and the *Day Nurseries Act*.
- **Child Care Fee Subsidy** – for eligible parents, foster parents or legal guardians of children to assist with the cost of licensed care from birth to 12 years of age. Subsidized care may be available at over 450 licensed centres and home-based child care programs.
- **Special Needs Programs** – as a partner in Peel Inclusion Resource Services (PIRS), Resource Consultants provide support to children with special needs participating in licensed child care programs while working alongside child care staff to increase their inclusive practices.
- **The Valley Infant Parent Program (VIPP)** – is an intensive, therapeutic program that supports the development of a healthy attachment between parents and their infants. The Region operates VIPP in partnership with Peel Children's Centre, a children's mental health agency.
- **Child Care Special Needs Access Point (SNAP PIRS)** – the Region works closely with community agencies to provide a central referral service called SNAP PIRS – a single point of access to co-ordinated services that help children with special needs 0 to 6 years old participate in licensed child care programs.
- **Parent and Family Workshops** – provide opportunities to make connections with other parents, refresh and enhance parenting skills and learn new information on how to support child development through different ages and stages. A child care program with literacy and numeracy based activities is available to support parental participation.
- **The Family Literacy Program** – free workshops that provide parents with early literacy and numeracy skill-based activities to use in everyday living for their children aged 0 to 6 years. Each workshop has stories, songs, snacks and activities that families can do together. These workshops are offered in English, Mandarin, French and Punjabi.



- ***Learning in our Neighbourhood (LION)*** – fully-equipped mobile early learning resource centres which travel to high growth, isolated and vulnerable communities throughout Peel to ensure that children start school prepared with literacy, numeracy and social skills. The children actively engage in play-based programs with early childhood educators and their parents/caregivers make connections with each other and local community services.
- ***Early Learning Program in Shelters*** – The Children’s Drop in Program is operated at three shelters within the Region of Peel. These programs offer care and developmentally appropriate activities for children 0-6 years of age.

4. Community Investment

- ***Community Investment Program*** – Local non-profit social service organizations, collaborative and agricultural groups benefit from four funding streams and one loan program:
 1. *Sustainability* fund provides funding for core operational costs and small capital needs;
 2. *Organizational Effectiveness* fund provides funding to hire third party experts to support and strengthen key business and operational needs such as board governance, financial planning, etc.;
 3. *Collaboration* fund provides funding to support unique and innovative collective service impact approaches;
 4. *Agriculture* fund continues to support previously funded agriculture groups to promote and educate Peel's agriculture assets;
 5. *Human Services Revolving Capital* loan provides core capital zero percent loans to assist with innovative social service capital projects.
- ***Neighbourhood Development*** – The Region works closely with funders and community partners including Peel Regional Police to address local issues within the three municipalities.



Human Services Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Confidential matters should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Commissioner of Human Services: janet.menard@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800 and dialing his/her extension, or remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Commissioner
 - Commissioner of Human Services ext. 4939
 - Administrative Assistant ext. 4930
- Client Relationships / Client and Community Access
 - Director ext. 8300
 - Administrative Assistant ext. 8301
- Community Partnerships / Children's Services
 - Director ext. 3807
 - Administrative Assistant ext. 3802
- Housing Operations and Management Services (Peel Housing Corporation)
 - Director and General Manager of Peel Housing Corporation ext. 3549
 - Administrative Assistant ext. 3607
- Integrated Business Support
 - Director ext. 4092
 - Administrative Assistant ext. 8322
- Office of System Innovation
 - Director ext. 7242
 - Administrative Assistant ext. 7241
- Service System Management
 - Director of Service System Management ext. 7242
 - Administrative Assistant ext. 7241
- Strategic Planning, Policy and Partnerships
 - Director ext. 6741
 - Administrative Assistant ext. 4332



PUBLIC WORKS

DEPARTMENT OVERVIEW

Public Works delivers transportation, water, wastewater, and waste management programs and services to over 1.3 million residents and businesses in Peel. The department also provides accessible transit services, facilitates development planning applications and permits and undertakes planning and transportation planning studies.

The Department's mandate "To Support, Build and Sustain a great community" focuses on providing programs and services that reflect:

- The needs, expectations and changing demands of residents and businesses in Peel.
- Protection of the environment through decisions and actions that incorporate environmental stewardship in our planning, design and operational processes.
- Quality services through creation of transparent, accountable, sustainable and balanced financial plans.

Services and Activities that Public Works Delivers Include:

- Water (Treatment, Distribution) / Rate Supported
- Wastewater (Treatment, Collection) / Rate Supported
- Operations Support (Water Meter Operations, Water and Wastewater Billing) / Rate Supported and (PW Fleet, Facilities and Supplies, Education Programs and Services, Engineering and Surveying Services, GIS and Asset Information Management) / Tax Supported
- Waste Management (Collection / Processing / Disposal) / Tax Supported
- Transportation (Regional Road Maintenance, Traffic Signals, Accessible Transit) / Tax Supported
- Development Services (Development Liaison, Water and Wastewater Connections)

Water and Wastewater

The Water division supplies high-quality drinking water to the residents and businesses of Peel and portions of York Region.

The Wastewater division manages the municipal wastewater system (collection and treatment) for the residents and businesses of the Region of Peel, portions of York Region and the City of Toronto.

Key Services

- Infrastructure planning and environmental assessments
- Source water protection and well abandonment
- Water and wastewater compliance monitoring
- Operations and maintenance of the water treatment and supply systems
- Operations and maintenance of the wastewater collection and treatment systems
- Water and wastewater engineering and construction (including planning, design and construction for growth and state of good repair)
- Environmental control services (spills and wastewater by-law compliance and enforcement)



Term of Council Priority (2010-2014)

- Assess Water and Wastewater Capacity
- Enhance Integrity of Wastewater Collection System

Current and Emerging Issues Impacting Clients

- Hanlan Feedermain Construction
- Climate Change / Storm Water Management / Flood Mediation
- Sustainably Manage Growth of Water and Wastewater Infrastructure

Operations Support

Operations Support is responsible for providing internal and external support to Regional clients, including Public Works, Paramedics, Police Services, Credit Valley Conservation Authority (fleet) and Peel residents.

Key Services

- Water and Wastewater Billing
- Water Meter Operations (Reading / Repair / Installing)
- Fleet, Facility and Supplies Management
- GIS and Asset Information Management
- Public Education and Outreach
- Engineering and Technical Services to Capital Projects

Term of Council Priority (2010-2014)

- Reduce Per Capita Water Consumption

Current and Emerging Issues Impacting Clients

- Implementing new water billing system including storm water billing functionality for Area Municipalities (Mississauga / January 2016)
- Planned redevelopment of the Wolfedale Yard and Mavis facility to increase capacity to accommodate growth
- Support the implementation of both Customer Service Integration and miDesk along with the implementation/procurement of the Corporate Maintenance Management System

Waste Management

The Waste Management division provides waste management services to residents and small businesses in the Region. These services include the collection, processing and disposal of garbage, blue box material, green bin organic material, leaf and yard waste and white goods.

Key Services

- Waste Program Planning (program and policy changes)
- Waste Infrastructure Development (planning, development, and implementation of new waste management capital infrastructure)
- Waste Collection and Processing (curbside and multi-residential waste collection, processing and disposal)



- Waste Operations (operation of Peel's Community Recycling Centres, Peel's Composting Facilities and long-term care to the Region's closed landfill sites)

Term of Council Priority (2010-2014)

- Increase Waste Diversion

Current and Emerging Issues Impacting Clients

- Addition of Mixed Rigid Plastics (1-7) to the Blue Box recycling program
- Opening of the sixth Community Recycling Centre (CRC) - Heart Lake CRC in Brampton
- Implementation plan for January 2016 Region-wide Bi-weekly Cart Collection including a three zone competitive tendering process and the purchase and distribution of 1 million curbside collection carts to Peel residents
- Review and short list the Peel Energy Recovery Centre (PERC) Request for Prequalification (RFQ) document and prepare the Request for Proposal (RFP)

Transportation Division

The Transportation division is responsible for transportation planning, budgeting, design, construction, operation and maintenance of the regional arterial road network, as well as the operation of the Accessible Transportation (TransHelp) program. The division is responsible for identifying and addressing transportation planning issues affecting Peel, with the objective of developing an effective, efficient, integrated and sustainable transportation system in the Region, as well as enhancing active transportation options for pedestrian and cyclists within the community.

Key Services

- Transportation Planning and Infrastructure Programming
- Roads Design and Construction (intersection improvements, road widening, culvert and bridge rehabilitations, retaining & noise walls)
- Traffic Engineering (Red Light Camera Program)
- Road Operations and Maintenance (snow clearing, storm drainage, line painting, road signs)
- Accessible Transportation (TransHelp)
- Sustainable Transportation (monitoring transportation trends)

Term of Council Priority (2010-2014)

- Improve Storm Water Management
- Increase Active Transportation
- Complete Arterial Roads Review
- Update the Long Range Transportation Master Plan to meet current and future needs
- Improve efficiency of Goods Movement in Peel in collaboration with the Peel Goods Movement Task Force
- Increase capacity (trips) available through Accessible Transportation Service

Current and Emerging Issues Impacting Clients

- Efficient, effective and sustainable asset management principles and practices to maintain transportation infrastructure functionality in a state of good repair
- Multi-modal use of roadways



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- Population growth and change in demographics impact on ability to meet clients' demand for accessible transportation
 - Environmental stewardship - recycled aggregate usage, salt management, snow storage and melt water treatment, storm water management
 - Growth in population and employment in Peel and Greater Toronto and Hamilton Area impacting and elevating traffic congestion and increase in commuting time

Development Services

Development Services is responsible for providing a “one-window” approach to all Regional and development related matters.

Key Services

- Respond to development applications, monitor information and resolve problems
- Assist in implementing the policies of the Regional Official Plan through new development
- Review and approve engineering drawings for provision of regional services in subdivisions
- Connection approvals to existing water and wastewater facilities
- Planning consulting services to other departments within the Region

Term of Council Priority

- Nil, however many of the Council priorities are considered when reviewing new applications for development.

Current and Emerging Issues Impacting Clients

- Intensification applications are more complicated and more difficult to assess and solve problems, increasing costs, where revenues remain the same. Shifting development trend from Greenfield sites to intensification of existing urbanized development
- Numerous Official Plan Amendments within Caledon are expected in 2014-2015
- Service level investigation for connections process has commenced
- Consideration of different driver for determination of Engineering Fees



Public Works Contact Information

The Region of Peel email address convention to reach staff by name is “**first.last@peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

- Customer Service Public Works: PWCustomerService@peelregion.ca

General Telephone inquiries:

- Public Works Customer Service Centre at 905-791-7800 ext. 4409
- Caledon residents in long-distant areas may call 1 888 919 7800 ext. 4409

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Commissioner
 - Commissioner of Public Works ext. 4395
 - Administrative Assistant ext. 4396
- Development Services
 - Director of Development Services ext. 4345
 - Administrative Assistant ext. 4343
- Operations Support
 - Director of Operations Support ext. 3243
 - Administrative Assistant ext. 3316
- Transportation
 - Director of Transportation ext. 7801
 - Administrative Assistant ext. 7803
 - Strategist, Infrastructure Planning & Design ext. 4100
 - Administrative Assistant ext. 4082
- Waste Management
 - Director of Waste Management ext. 4703
 - Administrative Assistant ext. 4406
 - General Inquiries (Wasteline) 905-791-9499
- Water and Wastewater
 - Executive Director ext. 4394
 - Administrative Assistant ext. 4373
 - Director of Water ext. 4761
 - Director of Wastewater ext. 4404
 - Administrative Assistant for Water and Wastewater ext. 4193



SERVICE INNOVATION, INFORMATION AND TECHNOLOGY

DEPARTMENT OVERVIEW

Service Innovation, Information and Technology (SIIT) enables the Regional Corporation to meet its strategic and operational objectives through the effective and efficient use of information and technology assets. Technology has become a pre-requisite to not only service excellence, but also innovation.

In addition, SIIT is responsible for Peel's Art Gallery, Museum and Archives (PAMA) program, a service provided directly to the public including the operation of PAMA.

Divisional Responsibilities

- Service Innovation
- Information, Systems and Technology Services Division
- Information Management
- Peel Art Gallery, Museum and Archives (PAMA)

Service Innovation

The Service Innovation division provides direct service and access to all Regional programs through a multi-channel approach, including web, phone, face to face, etc. The division proactively plans for future innovation in service delivery and client satisfaction. The division is responsible for the creation and execution of the Region's Digital Strategy and Business Architecture.

Information, Systems and Technology Services

The planning and delivery of solutions that ensure the availability, security and functionality of technology systems that support the business objectives of the Regional Corporation and to ensure the appropriate creation, use, protection, integrity and access to the Region's technology assets.

The Region of Peel Information Technology environment consists of a Fiber Optics Computer Network that connects 499 partner and 18 subscriber facilities across 632 kilometers, 5,000+ personal computers, 200+ servers, 2 Data Centres, Voice Over IP Telephony Infrastructure and business applications supporting the various internal and external services to residents.

Information Management Division

The Information Management division provides the processes, tools and supports to the Regional Corporation to manage the entire lifecycle of documents, data and information as a critical corporate asset. The division proactively supports open and transparent information and data sharing as well as formal access to information. Making data available and effective communication with our residents, businesses and stakeholders is essential to the successful delivery of programs and services. Ensuring



return on investment from our data assets allows the Regional Municipality of Peel to deliver both cost effective and efficient services for tax payers.

The Communications section provides full-service, in-house strategic communications consultation and support to the organization, including the development and implementation of communication strategies, issues management, media relations, design, audio/visual, web and event support.

Peel Art Gallery, Museum and Archives (PAMA)

Peel Art Gallery, Museum and Archives exists to share the story of Peel by providing diverse opportunities for creative exploration and discussion to help build a cohesive community.



Service Innovation, Information and Technology Key Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Commissioner of Service Innovation, Information and Technology: gilbert.sabat@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Commissioner
 - Commissioner of Service Innovation, Information and Technology ext. 4201
 - Administrative Assistant ext. 4738
- Service Innovation
 - Director of Service Innovation ext. 4998
 - Administrative Assistant ext. 4671
- Information, Systems and Technology Services Division
 - Director of Information Systems and Technology Services ext. 4451
 - Administrative Assistant ext. 4398
- Information Management
 - Director of Information Management ext. 4075
- Peel Art Gallery, Museum and Archives (PAMA)
 - Director of Peel Art Gallery, Museum and Archives ext. 4998



FINANCIAL OVERVIEW

LONG TERM FINANCIAL PLAN

In April 2013, Council approved the [Long Term Financial Planning Strategy](#), a strategy to address the increasing financial pressure that Peel's growing and evolving community is putting on its services and programs. The Strategy builds on existing financial planning practices and applies a disciplined comprehensive and integrated approach that identifies and manages the risks to the Region of Peel's long term financial sustainability.

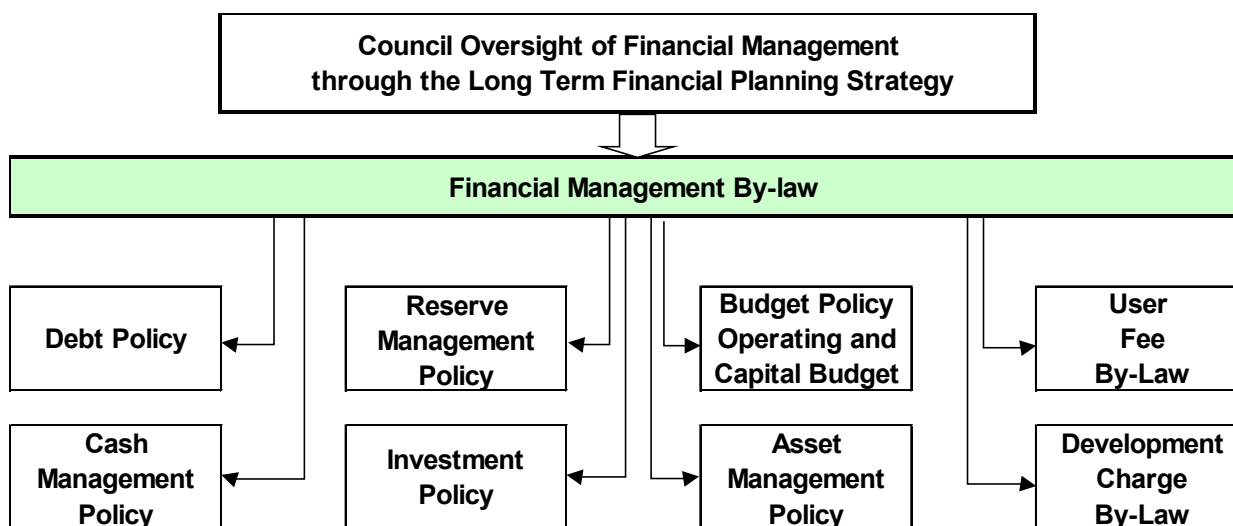
The purpose of the Strategy is to ensure the long term financial sustainability of Peel's services and to maintain its high credit rating. It is founded on balancing the three pillars of sustainability that are supported by the Canadian Institute of Chartered Accountants: Financial Sustainability, Financial Vulnerability and Financial Flexibility. To implement the pillars of sustainability, nine Financial Principles have been developed. The financial principles are as follows:

- i. Respect the tax and utility rate payer
- ii. Ensure the capital plan is sustainable
- iii. Maintain assets
- iv. Deliver value for money
- v. Users pay where appropriate
- vi. Work with area municipalities to maintain economic viability of the community
- vii. Make prudent investments
- viii. Maintain flexibility to mitigate volatility in rates
- ix. Borrow only for substantial long-term assets at affordable rates

The implementation of the Strategy resulted in the development of a new principle based [Financial Management By-law](#). The [Financial Management By-law](#), which incorporates the nine financial principles of the Long Term Financial Strategy, is an over-arching document that governs all financial policies to ensure alignment with the Strategy. Existing policies and/or by-laws have already been developed or aligned in areas of budget, reserve management, debt, investment, asset management, user fees and development charges.



Council Oversight



ANNUAL FINANCIAL CONDITION SCORECARD

The Annual Financial Condition Scorecard provides Council with a financial condition assessment of the Region of Peel measured against key financial performance indicators i.e. Sustainability, Vulnerability and Flexibility. The financial condition scorecard identifies the need to review the financial strategy and policies that Regional Council has put in place for either adjustments or confirmation.

THE BUDGET PROCESS

Prior to commencement of the formal budget process each year, Council is engaged to set budget direction consistent with the goals of the Long Term Financial Planning Strategy.

The budget process starts in June and generally ends in December of the year prior to the budget year with Council approval of the capital and operating budgets. The operating budget encompasses the annual operating costs of program delivery and a three year forecast. The capital budget consists of a one-year budget and a nine-year forecast of capital costs for required facilities, major equipment and infrastructure. These budgets are viewed as a contract between the Region and the tax and rate payers to deliver specific services with a set amount of resources. Council priorities and service levels are established by Council through Peel's strategic planning processes and policy work with Council.



Departments have the primary responsibility for preparing and monitoring their budgets within the policies, practices and guidelines set out by the Chief Administrative Officer (CAO) and the Financial Management By-law. The Business and Financial Planning division of the Office of the Commissioner of Finance and Chief Financial Officer (CFO) provides a planning, coordinating and monitoring role with a corporate perspective and ensure the budget allocates resources to support strategic priorities and outcomes. Budgets for external agencies including Conservation Authorities, Municipal Property Assessment Corporation (MPAC), and Police are approved by their respective boards.

The stages and time frames of the budget process for departments are generally as follows:

- 10 Year Capital Plan priorities updated July/August
- Executive Leadership Team (ELT) budget review information package developed
 - ◊ Includes Operating Budget, variance analysis, new initiatives, potential adds and cuts
 - ◊ Draft Capital Budget prepared
 - September
- ELT Budget review meetings (by department)
 - October
- Council review of draft Budget
 - November/December
- Council approval of budget
 - December/January

In a year when a municipal election occurs, the budget process is amended. Timelines for review and approval are generally four to six weeks later than in non-election years.

FINANCIAL MANAGEMENT

The accounting function of the Region is the responsibility of the CFO who ensures that all corporate accounting records and reports are maintained to conform to Council budgetary requirements, by-laws, policies, procedures, accounting principles and financial reporting requirements. The Region's financial statements and Financial Information Return (FIR) are submitted to the Ministry of Municipal Affairs and Housing on an annual basis. As well, the Region publishes the Municipal Performance Measurement Program (MPMP) data and the Annual Report.

The Region prepares a balanced operating and capital budget for each fiscal year, as required by Provincial legislation. Annual operating expenses must be funded in whole, as legislation prevents municipalities from operating at a deficit.

In accordance with section 401 of the *Municipal Act, 2001* the Region is responsible for issuing debt for area municipalities and the Region. The debt issuance function is the responsibility of the Treasury



section. The Treasury section is also responsible for the Region's banking, debt and investment functions including cash management. The overall management requires careful analysis in order to maximize the earnings, ensure liquidity for cash requirements, and minimize dependence on debt for capital financing.

PROVINCIAL SUPERVISION

Ontario municipalities are subject to supervision through the Ministry of Municipal Affairs and Housing (MMAH) and the Ontario Municipal Board (OMB). Their authority arises from legislation, including the Municipal Act, 2001, which establishes the powers and responsibilities of all municipalities in Ontario, the [Municipal Affairs Act](#) and the [Ontario Municipal Board Act](#) which collectively establish the regulatory powers of the two provincial bodies.

The MMAH administers the province's policies regarding municipalities. This includes the operation of a number of transfer payment programs having a significant impact on municipal administration. Other provincial ministries are responsible for administering their own specific grant programs (e.g. Ministry of Health and Long Term Care and Ministry of Community and Social Services). Provincial legislation requires that all municipalities report annually to the Province in prescribed form and have an annual audit conducted by auditors licensed by the Province.

Commitment to capital projects financed exclusively, or in part with long-term borrowing, requires certification by the Treasurer that the following guideline has been met. The OMB considers that a municipality should not commit to Capital formation of more than 25 per cent of total revenue fund expenditures applicable to its own operations, i.e. the annual servicing costs of long-term debt, leases and other fixed obligations should be less than 25 per cent of total expenditures. Any long-term borrowing or capital lease commitments which would cause the Region to exceed this guideline will require separate application to the OMB for approval.

Municipalities are required to report the results of the Municipal Performance Measurement Program (MPMP) annually to the province as directed by the Minister of Municipal Affairs and Housing (typically by May 31st) and publicly to their taxpayers by September 30th annually. MPMP indicators apply to selected municipal services and provide a basis for comparing service efficiency and effectiveness among municipalities.

CURRENT AND CAPITAL BUDGET STATUS REPORTS

TRI-ANNUAL FINANCIAL PERFORMANCE REPORTING

The Tri-Annual Report is a submission to Council on the overall financial position of the Corporation which includes the program status of each corporate department. It is prepared using the financial results of the Corporation as of April 30, August 31 and December 31 each year. The August Tri-Annual Report includes a forecast of expenditures and revenues to year-end which projects the year-end surplus/deficit position.



Financial information is provided individually by departments and includes a summary of tri-annual activities for each respective division, together with a financial commentary. Comments might include:

- an explanation of major variances between current year budget and actual expenditures
- significant accomplishments to date or a note on planned and actual accomplishments (output and outcome performance indicators)
- comments on service level trends or on the progress of new programs or services that were planned to be introduced during the current year
- areas that may result in overspending/underspending
- a brief observation on the impact of the economy on budget results, current and projected expenditures, provincial subsidies, the effect of subsidy announcements or negotiations, and any administrative adjustments that have been processed during the year.

The Tri-Annual Report also includes summary information on the financial and construction status of projects in the capital programs. It highlights the overall financial position of capital operations, showing funds available for any shortfalls and future works.

SEMI-ANNUAL COMPLIANCE REPORTING

The Semi-Annual Compliance Report provides Regional Council with an update on activities related to the use of delegated authority to make changes to the Operating Budget, Capital Budget and Reserve and Reserve Funds, as required by the Budget Policy and Reserve Policy. These changes include: realignment of operating budgets, redeployment of operating and capital budgets, receipt of external funding, creation of new sub-reserves, and transfers between reserves.

The report is prepared using the information related to these changes for the six month periods ending June 30 and December 31.

RESERVE MANAGEMENT AND REPORTING – OVERVIEW AND UPDATE ON THE STATUS OF RESERVES

The management of the Reserves is an important factor in Peel's overall financial condition as it impacts Financial Sustainability and Financial Flexibility. There is increasing financial pressure on reserves as Peel's environment has evolved and become more complex. Reserves are used as a tool to mitigate short term tax pressures and meet long term financing requirements for the state of good repair of existing assets, service level enhancements and non-development charge growth capital.



The Reserve Management Policy follows the principles of the Long Term Financial Planning Strategy and utilizes a risk based approach to the management of reserves, reserve funds and specialty funds in the following areas:

i. Portfolio Management of Reserves

To provide more flexibility to effectively implement Council's priorities resulting from Peel's continually evolving environment, the Reserve Policy has adopted a portfolio approach to manage reserves. The portfolio approach manages the reserves as a larger pool which allows Council to more easily deploy funds to areas of greatest need. This approach also reduces the overall risk to Peel's reserves as it balances the peaks and troughs of spending across programs instead of requiring each program to maintain a separate reserve.

ii. Levels of Operating Reserves

The Reserve Management Policy requires that the portfolio balances of Tax and Utility Rate Stabilization Reserves be maintained between five and ten per cent of the respective total operating budgets. Utilization of these reserves provides Regional Council with an effective tool to manage risk with tax rates and utility rates.

iii. Levels of Capital Reserves

Annually staff will provide Council with a Reserve Report on the status of reserves prior to budget deliberations. This report will give Council an overview of the reserves and an update on the overall sustainability of the reserves.

ASSET MANAGEMENT AND REPORTING – INFRASTRUCTURE STATUS AND OUTLOOK REPORT

The Asset Management Policy establishes formal management controls for the responsible stewardship of Peel's capital infrastructure throughout the lifecycle of the assets in a manner consistent with the principles of the Long Term Financial Strategy. The policy reinforces the asset management practices that are currently being followed in the Region to maintain the infrastructure in a good state of repair.

The policy framework is divided into four key areas:

i. Asset Levels of Service

Asset levels of service are measures of the assets' minimum condition, performance and/or maintenance requirements to provide the desired levels of service to the customer. The asset levels of service may be established to achieve regulatory compliance (non-discretionary) or set by Council (discretionary).

ii. Risk Management

Managing the risks to assets and services is the core focus of Peel's Asset Management Program. Insights into the level of asset risks are the means to identify, quantify and prioritize the Region of Peel's asset management requirements.



iii. Life Cycle Management

The asset life cycle represents a series of stages through which the assets progress during their life spans. The stages include identification of need, planning, design, installation/construction, operation, maintenance, monitoring, rehabilitation and disposal.

iv. Asset Management Reporting

The Asset Management Policy specifies corporate level reporting to give an organizational wide perspective on Peel's infrastructure needs and priorities to enable better, more informed strategic planning and decision making. Annually, the Chief Financial Officer (CFO) will report on the status of Peel's infrastructure and adequacy of the annual budget and forecast to meet state of good repair requirements.

FEDERAL AND PROVINCIAL FINANCIAL ASSISTANCE

The provincial and federal governments make conditional grants to the Region and area municipalities relating to certain specific operating and capital expenditure programs. The Region of Peel benefits from certain federally funded infrastructure programs such as the Federal Gas Tax, which is administered by the Association of Municipalities of Ontario (AMO).

TAXATION AND REGIONAL LEVIES

Each year, the Region imposes levies against businesses and residents sufficient to fund Regional net operating expenditures including debt servicing costs. The area municipalities collect the amounts levied on the Region's behalf at the times specified by the by-laws of the Region.

Net operating requirements are levied on the basis of taxable assessment plus an equivalent assessment of tax exempt properties for which payments in lieu of taxes are received.

Levies for policing services are reapportioned on the basis of services rendered so that Caledon pays only for the Ontario Provincial Police (OPP) policing cost, while Brampton and Mississauga pay only for the Peel Regional Police policing cost. Similarly, reapportionment adjustments are made for waste management to base the levies on the number of households rather than assessment.

The Region recovers the cost of water and wastewater distribution and processing from individual owners based on a "user pay" philosophy. Separate utility bills are issued by the Region according to metered water consumption so that no portion of water and wastewater services falls on the property tax base.

CURRENT VALUE ASSESSMENT

Effective in 1998, the provincial government introduced a new assessment system throughout the Province. The system is based on the current value of the property. A four-year reassessment cycle was introduced and implemented for the 2009 taxation year. There is a mandatory four year phase-in of reassessment increases (25 per cent of the reassessment increase is added in each year) while



reassessment decreases are fully implemented in the first year of the phase-in period. The current four year phase-in period (2013-2016) is based on assessment values established on January 1, 2012. The next reassessment is scheduled for the 2017 taxation year, based on property values as of January 1, 2016.

The Current Value Assessment (CVA) system has been extremely administratively complex to date, yet provides many benefits over the older assessment system. The most important benefit to residents has been the shift to a common valuation basis for all properties. This allows for an open and transparent way for taxpayers to assess the fairness of their valuation and relative taxation. As part of the transition to the new assessment valuation base, the provincial government established a number of “transition ratios” to ensure that each property class would have tax rates established by the municipalities, for 1998 that would raise the same level of total taxation as had previously been levied under the old assessment system. This was undertaken to protect against potential shifts of tax burden between property classes.

The transition ratios for the major Peel tax classes are as follows:

Residential	1.0
Residential – multi-unit	1.7336
Commercial	1.2971
Industrial	1.5986
Pipelines	0.9239
Farmland and Managed Forest	0.25

The ratios reflect how each property classes’ tax rate is set relative to the residential tax rate. For example, the commercial tax rate will be 129.7 per cent of the residential tax rate. If the residential tax rate is 1 per cent (of the Current Value Assessment), then the commercial tax rate is 1.2971 per cent.

The provincial government established “bands of fairness” to reflect the range where the provincial government believes that tax rates should be established for various property classes.

Industrial/Commercial	0.6 to 1.10
Multi-residential	1.0 to 1.10
Pipelines	0.6 to 0.70

Municipalities are restricted from setting tax rates that move tax ratios away from the “bands of fairness”. Generally, this legislated requirement was established to ensure that non-residential and multi-residential property classes would not be impacted by municipal tax policy decisions that were intended to reduce the burden on residential classes, through a tax shift to other classes. The migration of tax ratios towards the provincial standards is currently one of the optional tax policy decisions which Peel and its area municipal partners must bring recommendations to Regional Council for consideration annually.

The Province has also created a restriction on the ability of municipalities to levy tax increases on commercial, industrial and multi-residential property classes if their respective tax burdens are above the provincial class average. The Province has set these “threshold ratios” for each of the three classes of properties so that municipalities will know whether they are subject to the levy restrictions. The “threshold ratios” are as follows:



Commercial	1.98
Industrial	2.63
Multi-residential	2.74

The Region of Peel and its area municipalities are currently below these threshold ratios.

Under the new legislation, the Region's primary role is related to maintaining Region-wide tax policy protocols. The Region carries out the role in a participatory manner, fully involving the municipal finance staff of each of the area municipalities in the policy recommendations which are brought forward to Regional Council.

For more information on property taxation in Peel Region: <http://www.peelregion.ca/finance/tax-handbook/>

REGIONAL DEVELOPMENT CHARGES

Development Charges (DC) is a charge imposed by the Region of Peel for each residential unit built and for each non-residential square metre (m²) of gross floor area developed, in order to defray capital costs of growth related infrastructure. DC's are governed by the [Development Charges Act](#) which was originally introduced by the Province in 1989 and updated in 1997. The *DC Act* requires that the DC by-law be updated at a minimum of once every five years. Prior to Development Charges the "Lot levies" regime has been part of Regional capital financing plans since 1974.

The [Region of Peel Development Charges By-law Number 79-2012](#), enacted to comply with the [Development Charges Act](#), established the Region's DC's that came into force on October 4, 2012. A separate by-law, [Number 45-2001](#), as amended, to recover the cost of growth related GO Transit capital from residential development was adopted October 4, 2001, and is periodically updated by the Province. The Region's DC by-law exempts Agricultural uses, but a residence on agricultural lands is included. Municipal and school board properties are exempt from development charges.

Development Charge rates effective as of February 1, 2014 (Indexed every 6 months on February 1st and August 1st)

A) Residential:

Dwelling Unit Type	Rate per Dwelling Unit		
	Brampton/Mississauga	Caledon	GO Transit
Other Residential	\$35,859.48	\$35,418.51	\$480.77
Apartment (>750 sq. ft)	\$25,613.93	\$25,298.95	\$343.43
Small Unit (<=750 sq. ft)	\$13,319.24	\$13,155.46	\$177.97

**B) Non-Residential:**

<u>Non-Residential Type</u>	<u>Rate per Square Metre</u>	
	<u>Brampton/Mississauga</u>	<u>Caledon</u>
Non-Residential - Industrial	\$135.02	\$133.88
Non-Residential – Office / Other	\$196.59	\$195.45

The composition of the charge and the amount charged have changed over the years in keeping with changes in demand for service, the pace of growth and the availability of funding from the province and other sources. In the current [DC By-law 79-2012](#), Children's Services is no longer being collected for as Regional Council has decided not to provide direct delivery of the service. As well, the cost of borrowing to fund development charges cash flow needs is fully financed by the development charge rates.

As of December 2013, the Region has issued sinking fund and serial fund debentures in the amount of \$1.273 billion to help finance the growth related capital expenditures. This debt is modelled for in the Region's DC rates over the planning horizon to the year 2031.

With the introduction of the [Development Charges Act](#), the composition of the charge itself must meet some strictly defined criteria which were not required by legislation in the past. Nevertheless, the Region's former lot levy policy and by-law substantially complied with the requirements of the new legislation.

The [Regional Development Charges By-law](#) can be adjusted or repealed at any time if there are any changes to the service standards which form the basis for the capital plans financed by development charges, or changes in capital needs resulting from a change in the Official Plan subject to meeting the public discussion parameters as set out in the *Act*.

The Development Charge rates are indexed for inflation every six months (February 1 and August 1) in direct relationship to Statistics Canada Quarterly, Capital Expenditure Price Statistics.

All Regional Development Charges are payable at the time of first building permit issuance and collected by the area municipalities on behalf of the Region. The area municipalities are to remit development charges payments to the Region on a monthly basis.

Services for which a residential and a non-residential Development Charge are imposed under the by-law are as follows:



PORTION OF GENERAL DEVELOPMENT CHARGE			
SERVICE	RESIDENTIAL AS A PERCENTAGE	NON-RESIDENTIAL INDUSTRIAL AS A PERCENTAGE	NON-RESIDENTIAL NON-INDUSTRIAL AS A PERCENTAGE
Water Supply	49.42%	54.03%	37.11%
Wastewater	22.00%	24.50%	16.83%
Regional Roads	24.37%	20.53%	45.42%
Regional Police	1.23%	0.85%	0.58%
Long Term Care	0.43%	0.00%	0.00%
TransHelp	0.01%	0.00%	0.00%
Ambulance	0.36%	0.00%	0.00%
Growth Studies	0.09%	0.09%	0.06%
Social Housing	2.00%	0.00%	0.00%
Shelters	0.09%	0.00%	0.00%
Total	100.00%	100.00%	100.00%

Please see the following for more information on Regional development charges:

<http://www.peelregion.ca/finance/links.htm#charges>

GLOSSARY OF FINANCIAL TERMS

Apportionment

Allocation of the net Regional Levy among the area municipalities in the form of an annual levy in accordance with the Financial Control By-law. Waste Management costs are apportioned on relative area municipal household numbers. Peel Regional Police costs are apportioned between Mississauga and Brampton based on transition ratio weighted Current Value Assessment (CVA). Caledon fully assumes the costs of the Ontario Provincial Police contract. The remaining Regional services are apportioned among the area municipalities according to relative shares of transition ratio weighted CVA.

Area Municipality

The Municipality or Corporation of the City of Mississauga, the City of Brampton and the Town of Caledon.

Assessment

The process of making the official valuation of property for the purposes of taxation. Also known as Current Value Assessment (CVA). Values are determined by the Municipal Property Assessment Corporation (MPAC).

Assessment Roll

The official list containing the legal description of each parcel of property in a municipality and its Current Value Assessment (CVA).



By-law

Instrument used by Regional and Area Municipal Councils to exercise their respective powers.

Capital Expenditure Quota

Annual limit to the future indebtedness which may be incurred as the result of spending on annual capital programs by the Region and Area Municipalities, as established by the Ontario Municipal Board (OMB).

Conservation Authority

A provincial authority mandated to establish and undertake a program designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals within the authority watershed, including flood control.

Current Value Assessment (CVA)

See Assessment.

Debenture

A written promise to pay a specified sum of money, ie. the face value or principal amount, on a specified date or dates in the future, called maturity dates, together with periodic interest at a specified rate.

**Debentures (Installment)
also (Serial)**

Debentures issued for a specified number of years with a certain amount maturing each year.

Debentures (Sinking Funds)

Debentures issued to mature at a fixed date. An agreed amount of money is paid by the Region each year which is invested and used to redeem the debenture at maturity.

Debt

An obligation resulting from the borrowing of money for the purchase of goods and services.

Debt (Funded)

All long-term debt issued and outstanding.

Debt (Unfunded)

Cost of all capital projects approved for debenture by Council and the OMB whether physical construction has commenced or not and for which long-term debt has not yet been incurred.

Debt (Long-Term)

Debt with a maturity of more than one year after the date of issuance.

Debt (Short-Term)

Borrowing for operating or capital purposes which is repayable within one year.



Debt Charges

Annual charges required to service the long-term debt of a municipality or school board, including amounts for principal repayments, interest due within the year and required sinking fund contributions.

Debt Limit

Maximum amount of gross or net debt legally permitted, in accordance with OMB guidelines.

Debt Service Requirements

The amount of money required to pay interest on outstanding debt and principal to retire outstanding debt. Principal retirements include both installment (serial) payments and sinking fund contributions.

Dufferin-Peel Roman Catholic Separate School Board

The divisional board in the Region having jurisdiction over separate schools (elementary and secondary) for Roman Catholics under the *Separate Schools Act*.

Education Tax Rates

A single, province-wide education tax rate for residential and multi-residential properties is determined by the Ministry of Finance. The Ministry also sets the education tax rates for the commercial and industrial property classes by region, county or single tier city. Education taxes along with provincial grants fund Public and Separate School Boards for elementary and secondary education purposes.

Estimated Market Value

The price or market worth of real property, including land and buildings, based on a price set in an open market between a “willing seller and a willing buyer”.

Federal Government

Government of Canada.

Grants

Contributions by a government unit (usually the Province) to another unit (usually the Region, the Area Municipalities or the School Boards). These could either be conditional (for specific purposes) or unconditional (for non-specific purposes), for current and/or capital programs.

Levy

The total amount of taxes, special assessments or service charges imposed by a Municipality or Board of Education. It is the equivalent of taxes for example, in the case of the Region (the Regional Levy) and in the case of the School Boards (the Education Levy).

Ministry of the Environment

A ministry of the province which administers the [Ontario Water Resources Act](#), the [Environmental Protection Act](#) and other Acts in respect of environmental matters.



Ministry of Finance

A ministry of the province which administers the [Assessment Act](#) and other Acts relating to taxation and revenue, among other matters.

Ministry of Municipal Affairs and Housing

A ministry of the province which administers all Acts in respect of municipal institutions and affairs and social housing, among other matters.

Money By-law

A by-law for contracting a debt or obligation or for borrowing money.

The Municipal Act

An Act of the province which establishes and defines the powers and responsibilities of municipalities in Ontario.

Ontario Power Generation

An Ontario-based electricity generation company whose principal business is the generation and sale of electricity in Ontario.

Ontario Municipal Board (OMB)

A quasi-judicial administrative body of the province with a wide range of powers relating to municipalities, particularly with respect to appeals and concerns of parties who challenge the decisions of public authorities.

Ontario Municipal Board Act

An Act of the province which establishes and defines the powers and responsibilities of the Ontario Municipal Board (OMB).

Peel District School Board

The divisional board in the Region having jurisdiction over public schools (elementary and secondary) under the *Schools Administration Act* and the *Secondary Schools and Boards of Education Act*.

Province

Province of Ontario, where used in this publication.

Payments in Lieu of Taxes (PILT)

Payment amounts to municipalities for government owned properties that are not exempt from property taxes. The basis of these payment amounts are set in legislation as well as assessment and taxation principles, as applied to privately held properties

Regional Conservation Levy

Funding to Conservation Authorities located within Peel for operating and capital expenditures as legislated by the [Conservation Authorities Act, RSO 1990, c27](#). These costs are currently added to both tax and utility rates.



Regional Current Budget

The sum of all the estimates of revenues and expenditures required in the current year for the operation of the Region and its various boards and commissions.

Regional General Levy

The sum raised by Regional Council from the Area Municipalities sufficient for payment of estimated current annual expenditures and all debt charges for which the Region is liable for general purposes, after deducting provincial assistance and other non-tax revenues.

Regional Municipality of Peel

A municipality consisting of the inhabitants of the area included within the City of Mississauga, the City of Brampton and the Town of Caledon.

Reserves

Amounts that have been appropriated from net revenue at the discretion of Council and set aside for future use.

Reserve Funds

Amounts which have been set aside in a separate account by Council for a specific purpose designated by a by-law; or required to be set aside for specific purposes as set out in a federal or provincial statute or regulation.

Sanitary Sewer Surcharge

A rate based on 85 per cent of water consumed charged to residents and businesses with access to sanitary sewers to recover the estimated current annual expenditures and debt charges for sewer purposes. This method of recovering sewer costs was implemented January 1, 1976.

Sinking Fund

A provision in a debt security, governed by a bond indenture, according to which the municipality is required to make annual payments of principal to redeem the bonds at its maturity date.

Tax Rate

Dollars of taxes payable as a percentage of assessment value.



6. Policies and Council Administration



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POLICIES AND PRACTICES

POLICY MAKING

The Region of Peel operates under a Council/CAO system, where Council appoints a Chief Administrative Officer (CAO). Responsibility is delegated to the CAO for the administration of the Regional government. This practice allows Council members to spend a greater portion of their time on policy issues.

Council is often termed the policy-making body of the municipality, while the administration is responsible for carrying out these policy decisions.

The establishment of policies is a key responsibility of Council and provides direction for the operation of the municipality. Many decisions of Council are routine and are considered part of ongoing municipal administration. Other decisions establish general rules to guide future actions and are considered policy decisions. Technical support and expertise is provided to Councillors by the administration which carries out the day to day operations, monitors public concerns, and initiates studies to evaluate policy alternatives and performance.

Peel recognizes the importance of having municipal policies clearly documented and accordingly developed an electronic policy manual. The manual acts as a reference and information source for Council, the administration and the general public. Since the policies and procedures contained in the manual relate to the Region's functions and responsibilities, the manual is also of value as a training and orientation tool for new Councillors and staff alike. Should you wish to view, in detail, the contents of the policy manual, please contact the Clerk's division of the Region.



EMERGENCY MANAGEMENT PROGRAM

EMERGENCY MANAGEMENT PROGRAM

The types of emergencies a municipality may face are diverse. Be it a train derailment, health emergency, flood, plane crash, tornado, region wide blackout or earthquake, the objective of the municipal emergency management program is to reduce the risk to life and health of the residents, and to contribute to the protection of public health, environment and economic stability through a co-ordinated response in a time of crisis.

The [*Emergency Management and Civil Protection Act R.S.O. 2006*](#) is a mandatory piece of legislation that requires all municipalities to have an emergency management program.

How is the term “emergency” defined within the scope of emergency management planning?

The term “emergency” within the scope of emergency management planning, is defined as a “situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property caused by the forces of nature, disease or other health risks, an accident, or an act whether intentional or otherwise”. The most famous example of such an emergency in the Region of Peel is the Mississauga train derailment of 1979. Recent examples in Ontario include H1N1 and the SARS crisis where the Province declared a provincial emergency to deal with these health emergencies. The Region of Peel has experienced recent incidents in 2013 including, the July flash flooding and the December ice storm which resulted in power outages and severe arboreal damages.

What is an emergency management program?

An emergency management program consists of emergency plans, training programs and exercises, public education and any other element prescribed by regulations. Emergency management programs must involve the identification and assessment of the various risks and hazards to public safety that could give rise to emergencies and identify facilities and other elements of the infrastructure at risk from emergencies.

What is the purpose of an emergency management program?

A comprehensive emergency management program focuses on the key elements of mitigation/prevention, preparedness, response and recovery, which will create a more disaster resilient community. Through planning, community assessment and education, the municipality can reduce or eliminate the effects of an emergency. By providing and coordinating the necessary services in collaboration with the area municipalities, the Region can ensure the safety and well being of its citizens during an emergency and in the recovery phase. The emergency management program is based on the identified hazards and associated risks within the community.



On a regular basis, the Manager of Regional Emergency Management reports to the Emergency Management Program Committee (consisting of the current members of the Emergency and Protective Services Committee and members of the Regional Control Group) on the status of emergency plans and programs in Peel, along with an annual budget for the emergency management function.

Why is it important that as a Regional Councillor I know about this program?

The Regional Chair, or [Acting Regional Chair](#), as Head of Council, may declare that a Regional emergency exists within the Region of Peel or in any part thereof and may take such action and make such orders as he/she considers necessary and that are not contrary to law to implement the Regional Plan and to protect the health, safety and welfare of the inhabitants of the emergency area, including property.

As a Regional Councillor, you will be called upon from time to time to be [Acting Regional Chair](#). Hence, all Regional Councillors must be familiar with the [Emergency Management By-law](#) and the duties of the Chair of Regional Council as contained in this by-law. By-law 52-2008 is included in [Section 7](#) of this manual

When is a state of emergency declared by the Regional Chair?

A state of emergency shall be declared by the Regional Chair upon determining that the emergency affects a large portion of the inhabitants of more than one area municipality within the Region of Peel or when it is determined that the emergency will require extraordinary actions or expenditures of human resources or funds by Regional services for the protection of life or property, or at the request of the Mayor of an area municipality.

The Region of Peel Emergency Plan defines the circumstances under which an emergency is managed from the outset at the Regional level and on transition from area municipal management. The Region's plans are designed to ensure that the activities of all municipal departments will be co-ordinated irrespective of which level of government assumes the lead role.

The [Emergency Management and Civil Protection Act R.S.O. 2006](#), requires consistency between Regional and area municipal hierarchy plans.

What emergency powers does the Head of Council have under such circumstance?

First, the Regional Chair must immediately notify the Mayors of each area municipality of the duly declared emergency in the Region and shall seek their advice, as appropriate, on all subsequent decisions affecting the lives or properties of the inhabitants of the municipalities affected. The Mayors of the affected area municipalities then form part of the Regional Control Group.

After declaring a state of emergency in the Region, the Regional Chair shall, in consultation with the Regional Control Group, authorize expenditures that have not been previously approved by Regional Council and may also issue to Regional and municipal services such orders as deemed necessary for the protection of property, health, safety and welfare of the inhabitants of the Region endangered by the emergency including evacuation, if deemed necessary.



The Regional Chair must notify the Solicitor General of Ontario of any declaration of a state of emergency and the termination of same.

When is a state of emergency terminated?

A state of emergency may be terminated at any time when it is safe to do so, by the Regional Chair, by Regional Council or by the Premier of the Province of Ontario.

When does the Province have the power to declare an emergency?

The Province would declare an emergency in catastrophic circumstances if several Regions were affected by an emergency such as a major earthquake or health emergency or if the combined resources of the Region and its area municipalities were insufficient to respond to the demands of the emergency. In such a situation, the Province would expect the Region and area municipalities to continue exercising their responsibilities in providing services. The Province may also extend assistance to municipalities in need, in the absence of a Provincially-declared emergency.

What are the duties of the Regional Control Group?

The Regional Chair, in consultation with the Regional Control Group, is responsible for making the declaration of an emergency, coordinating the Region's response and terminating the declaration once it is safe to do so. The Regional Control Group assists the Regional Chair in making decisions, providing overall direction to Peel Emergency Responders and ensures coordination of the Region's departments and agencies which are involved with respect to the emergency.

The Regional Control Group consists of the following persons or their designates:

- The Regional Chair;
- The Chief Administrative Officer of the Region;
- The Mayor(s) of the affected Area Municipality(ies);
- The Regional Commissioner of Corporate Services;
- The Regional Commissioner of Finance and Chief Financial Officer
- The Regional Commissioner of Health Services;
- The Regional Commissioner of Service Innovation, Information and Technology;
- The Regional Commissioner of Human Services;
- The Regional Commissioner of Public Works;



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- The Medical Officer of Health;
 - The Regional Clerk;
 - The Director of Peel Paramedic Services;
 - The Regional Community Emergency Management Coordinator (Manager, Regional Emergency Management);
 - The Emergency Information Officer;
 - The Regional Fire Co-ordinator;
 - The Chief of Peel Regional Police and the Commander Caledon Detachment of the Ontario Provincial Police; and
 - Other Regional or municipal staff serve in support roles, or may be added to the Regional Control Group as required.

What are the legalities of emergency planning?

Municipalities must establish emergency programs in accordance with the [Emergency Management and Civil Protection Act](#). The Act establishes the authorities of the Head of Council in an emergency situation, provides for protections against personal liability, enables right of action for recovery of costs and demonstrates due diligence on the part of the municipality.

The [Emergency Management and Civil Protection Act](#) requires that the plans of the area municipalities within the Region conform to the upper-tier plan. The Manager of Regional Emergency Management, is responsible for liaising with the area municipalities and the emergency services to ensure that all plans in place within the Region are coordinated and legally established. The current Region of Peel Emergency Plan will undergo review and revision in 2014 and an updated plan will be presented for Regional Council approval in 2015.

What is the emergency notification procedure?

Responsibility for notifying members of the Regional Control Group of an emergency is assigned to the Region of Peel Customer Contact Centre.

The first member of the Regional Control Group to determine that an emergency exists shall immediately notify the Peel Answering Service at (905) 791-7800 ext. 4700. Customer Contact Centre staff will perform the notification of the Regional Control Group who will normally assemble at the Regional Emergency Operations Centre (EOC), Council Chamber, 10 Peel Centre Drive, Suite A, Brampton.

The Emergency Management Telephone List is circulated twice yearly and computerized listings are maintained which are regularly updated. Members of Council should ensure that any changes to their telephone listings are reported to the Manager of Regional Emergency Management who is the custodian of the list.



Who do I call for more information?

Regional Clerk and Director of Clerk's, (905) 791-7800 ext. 4325.



ACCESS TO INFORMATION AND PRIVACY

INTRODUCTION

The Region of Peel must comply with a number of laws including the *Municipal Freedom of Information and Protection of Privacy Act* (“the Act, “MFIPPA”).

MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (MFIPPA)

The *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) came into effect on January 1, 1991. The Act applies to all municipalities in Ontario as well as local boards, agencies, commissions, school boards and police services. The Act has two main purposes:

1. Access

MFIPPA provides the public with the right to access records under the control of municipalities, subject only to limited and specific exemptions to disclosure. The Act also provides individuals with the right to access their own personal information and to correct their information if it is inaccurate or incomplete.

2. Privacy

The other important principle of MFIPPA is the government’s obligation to protect personal information contained in their records. This entails restricting access by third parties to personal information (such as information about employees or clients of Regional services), as well as restrictions on the collection, use and secure disposal of personal information.

This guide provides a brief description of how MFIPPA applies to both records requested by, and in the possession of, members of Council. This guide also describes the Region of Peel’s processes and resources for ensuring compliance with access and privacy laws as it relates to Regional programs and services.

The responsibility for administering MFIPPA, including responding to requests for Regional records and ensuring that the privacy requirements of the Act are met, has been delegated by Council to the [Regional Clerk](#). The duties of the Regional Clerk are carried out by the Access to Information and Privacy Program.

CLERK’S RECORDS ARE PUBLIC RECORDS

The *Municipal Act, 2001* requires that the following records be open to inspection by the public in the Clerk’s office:

- ❖ all resolutions, decisions and other proceedings of Regional Council;
- ❖ all by-laws and minutes of the proceedings of Regional Council and its committees, whether the acts of the committee have been adopted or not;



- ❖ other documents in the possession or under the control of the Regional Clerk unless otherwise exempt from disclosure.

The [Regional Clerk](#) is required to furnish copies of such records, within a reasonable time, and certified by the Clerk, to any applicant on payment at a rate established by Regional Council. The public access and inspection requirement is subject to the confidentiality restrictions imposed by *MFIPPA* or under other Provincial or Federal regulations.

ACCESS TO INFORMATION BY COUNCIL MEMBERS

Every person has a right to access records in the custody and/or control of the Region, unless the record falls within one of the exemptions specified in *MFIPPA*. An exemption is a reason why information may not be released. If only part of a record is exempt, it will be severed and portions of that record will be released.

Elected officials do not have special rights to information under the *Act*. The rules of the *Act* concerning access requests apply to Councillors in the same manner as the general public. A Regional Councillor may only have access to information in the Region's custody or control if it complies with *MFIPPA*. The same is true for former members of Council or employees who at one time may have had access to the records in the performance of their duties.

The *Act* does, however, recognize that Council members may have a right to access certain types of Regional information not available to the general public in limited circumstances such as:

- If the Councillor requires the information in their capacity as a Member of Council in order to carry out duties related to that function; and
- If the information is necessary for the business of Council.

These circumstances often occur during In Camera (closed) Council meetings.

Regional Council has established a policy, in accordance with *MFIPPA*, on how Regional Councillors obtain access to information from Regional records. When Councillors require access to information, the request shall be made through the appropriate Department Head. Councillors shall have access to requested information, subject to the exemptions imposed by *MFIPPA*. Where a Department Head determines that certain information may be exempt under *MFIPPA*, the Councillor's request shall be forwarded for determination to the Access to Information and Privacy section. Councillors are prohibited from examining, copying or removing any records from any Regional office without requesting authorization from the Supervisor or Manager of that office.

There are also procedures to follow should a Councillor wish to make inquiries on a constituent's behalf regarding personal information, such as a Social Assistance case. For such inquiries, *MFIPPA* requires that the Region obtain the consent of the individual, directly, prior to releasing any personal information. In such cases, the Regional office which receives the Councillor's inquiry will contact the client to determine the specific information regarding their personal situation that they consent to release in response to the inquiry.



Generally, if a Councillor receives a request for information from a constituent, it is helpful to direct the requester to the appropriate Regional office. In this way, if the information can be accessed without completing a formal written request under *MFIPPA*, a great deal of time and effort will be saved.

ACCESS TO COUNCILLORS' RECORDS

It is important to remember that the access provisions of the *MFIPPA* cover records that are in the **custody** or under the **control** of the Region of Peel. According to Ontario's Information and Privacy Commissioner (IPC), "a record need only be in the custody **or** under the control of an institution" in order to be subject to an access request under *MFIPPA*. This includes information created by a third party that has been provided to, or obtained by, the Region. A careful analysis of all relevant factors is required before determining if a record is considered to be in the custody or control of the Region.

Records created or held by Councillors relating to Regional business are considered to be in the custody of the Region and subject to public access and privacy rules contained in *MFIPPA*. Types of records that would fall in this category would be members' copies of agendas, minutes and reports, notes taken at Council or committee meetings, and correspondence from or to the Councillor on Regional business. In addition, records related to a Councillor's official responsibilities as a member of Council or to some aspect of Regional Council's mandate (e.g. member of a standing committee or special task force) are in the custody of the Region and subject to *MFIPPA*. Furthermore, business expense statements with receipts itemizing expenses incurred by Councillors and paid by the Region are in the custody of the Region and accessible under *MFIPPA*.

By contrast, Councillors' records of a personal nature or relating to businesses other than Regional business are their own personal property and not subject to *MFIPPA* such as credit card or account numbers of individual members. In addition, records held by Councillors relating to the business of area municipalities are under the jurisdiction of the respective area municipalities. It is advisable to keep such records in a separate filing system to ensure that they are exempt from access provisions.

The IPC has confirmed that, except in unusual circumstances, a Councillor is not an officer or employee of an institution and in general, Councillors' constituency records are considered "personal" and are not subject to *MFIPPA*. Accordingly, under *MFIPPA*, a person generally does not have a right to access a Councillor's constituency records.

Constituency records generally relate to issues the Councillor is dealing with involving one or more members of the public that either live or own a business within the Councillor's ward. Constituency records may include:

- letters
- e-mails
- faxes
- telephone messages
- mailing lists.



There are a number of criteria used to determine whether a record is in the custody or under the control of a municipality. The issue of custody and/or control will be decided on the particular facts and circumstances of each case. There are no hard and fast rules to decide whether a record is under the “custody or control” of the Region of Peel and therefore subject to *MFIPPA*. Even records relating to constituency matters may be accessible if a consideration of the factors leads to the conclusion that they are in the custody or control of the institution.

An example of applying these rules was illustrated in a 2016 Appeal (MA14-378) to the Information and Privacy Commissioner (IPC) to determine whether a record requested was in the custody or control of the City of Oshawa. The request was for all communication between a named councillor and an individual who was retained by the city to investigate alleged wrongdoing on the part of the City and its staff. The City of Oshawa initially denied access to a single record on the basis that it was not in its custody or under its control since the councillor was responding in their personal capacity or as an elected official and not as an officer or employee of the City of Oshawa. The IPC ruled that the record at issue was under the city’s control and ordered it to make an access decision to the appellant. (Reference: IPC, Order MO-3281, Appeal MA14-378, The Corporation of the City of Oshawa, January 22, 2016)

The Chair is an “Officer”

The Chair, as Head of Council, is considered an “officer” of the Region. The Chair’s records that relate to their duties as Chair, as opposed to a councillor’s constituency or personal papers, may be considered to be in the Region’s custody or control and therefore subject to *MFIPPA*.

Councillors Privacy Obligations

As noted above, the Region has obligations under *MFIPPA* to protect personal information in its custody or control. Councillors who have received access to the Region’s records containing personal information or other confidential information have a responsibility to protect this information while it is in their possession. In these circumstances, councillors must ensure that the privacy of the individual to whom the information relates is protected at all times, and must keep that information physically secure so as to avoid unauthorized access or destruction.

Ways to protect personal privacy include:

- storing documents containing personal information in locked cabinets
- not leaving documents containing personal information on your desk
- implementing a clean desk policy for staff working in elected officials’ offices
- encrypting personal information stored on mobile devices
- using secure password protected USB drives (also known as jump/flash drives) when transporting personal information and adding a password to mobile devices in case it is lost or stolen
- adding a “STOP Tag” identification and recovery system to laptops and other computer equipment used to store personal information
- not leaving records containing personal information in your vehicle, home or other areas where others may have access to it
- positioning your computer monitor where it is not visible to others



- ensuring that files in your office are secure (locked storage)
- not discussing personal information of others in open areas such as reception areas and hallways
- not disclosing an individual's personal information during a public meeting without the individual's written consent

Penalties under the Act

Councillors and staff need to be aware that individuals may be personally liable if found guilty of an offence. Under section 48 of *MFIPPA*, a person who wilfully discloses personal information in contravention of the *Act* may be liable to a fine of up to \$5,000. The IPC may launch an investigation if they believe that Regional staff or a member of Council has been involved in a privacy breach or delayed the processing of a Freedom of Information request. A privacy breach relates to the unauthorized release of an individual's personal information without their consent. An investigation and subsequent Order by the IPC could:

- reduce the public's trust in the Region
- force changes in the way programs operate
- embarrass members of Council and/or Region staff, and
- tarnish the Region's reputation

Access to Information and Privacy Section

In the Region of Peel, the Access to Information and Privacy Program is responsible for overseeing the administration of *MFIPPA* and for access decisions made under the legislation.

This section is responsible for the day-to-day administration of *MFIPPA*, including receiving and processing access requests, providing training, advising and communicating with Regional staff, serving members of the public and helping to ensure that the privacy requirements of *MFIPPA* are met.

Freedom of Information (FOI) requests should be forwarded directly to this section to be processed. The Region is required under the *Act* to process the request within a legislated 30-day response time.

Who do I call for further information on access to records or privacy?

Regional Clerk
(905) 791-7800 ext. 4325

Director, Information Management
(905) 791-7800 ext. 4075

Manager, Access to Information and Privacy
(905) 791-7800 ext. 4095



STAFFING MATTERS

The employees and volunteers of the Regional Municipality of Peel are expected to observe and maintain the highest standard of conduct.

All employees and volunteers shall be expected to:

- ◇ Act and behave in a manner that supports the goals, objectives, and policies of the Regional Corporation.
- ◇ Recognize the dignity and worth of every resident they serve and person with whom they work, in order to create a climate of understanding and mutual respect for the right to equality of each person.

EMPLOYEE CODE OF CONDUCT

- Any employee or volunteer in conflict with Regional policy shall seek direction from their immediate supervisor and, where direction is not clear, seek clarification in accordance with the second removed principle.
- Employees and volunteers shall not breach public trust or misappropriate public funds and resources.
- Employees and volunteers shall not participate in any decision or promotion, or make any recommendation to their supervisor, Committee, or Council in which they or their family has any financial interest, except as a resident of the municipality.
- Employees and volunteers shall not solicit or accept any gift, payment, or favour, the acceptance of which shall place, or appear to place, the employee under an obligation to the donor, or the Region in a compromising situation.
- Employees and volunteers shall not disclose any confidential information relating to the affairs of the Region.
- Employees and volunteers shall not accept employment which would place, or appear to place, them in a possible conflict of interest situation or carry out work under that employment which would place, or appear to place, them in a conflict of interest situation.
- Employees and volunteers shall not make use of any real or personal property of the Regional Corporation for their personal benefit, gain, or enjoyment, other than property specifically provided by the Regional Corporation for such use as a benefit of employment.
- Any employee who violates any provision of this policy may be disciplined thereafter resulting in the reprimand, suspension, or termination by the immediate supervisor, in accordance with the approved policies of Regional Council. Any volunteer who violates any provision of this policy shall be released from their volunteer assignment.



A copy of the complete Employee Code of Conduct document is available from Human Resources.

WORKPLACE VIOLENCE & HARASSMENT

In a continuing effort to provide the best workplace possible for all of its employees, the Region of Peel is committed to providing an environment that is free from violence, harassment, and discrimination. The Region will respond quickly and properly to all acts of violence, harassment or discrimination either observed or reported. This commitment is explained to all new employees and is reinforced through education and promotion to existing employees.

The Region's policies on Workplace Violence and Harassment are available to all employees on Pathways.

EMPLOYEE ENGAGEMENT

Research has shown that higher levels of employee engagement in an organization can be linked to higher levels of client satisfaction with the services and products provided by that organization. Therefore, it is important to measure employee engagement as well as client satisfaction. The Region of Peel's annual "Building Employee Satisfaction Together" (B.E.S.T.) survey helps the organization understand how employees feel about their work environment and identifies potential opportunities for improvement.

The return on investment when the Region of Peel focuses on employee engagement is not only better client satisfaction but also the ability to retain skilled staff. Retaining knowledgeable and skilled employees is important for maintaining the Region of Peel's operational excellence, reducing employee turnover and mitigating cost of recruiting new employees.

Approximately 70 to 75 percent of staff complete the B.E.S.T. Survey annually. The results of the survey have been statistically analyzed and what emerges is a model of employee engagement that focuses on two outcomes related to overall success of the Region:

- Commitment to the Region - The degree to which employees are able to make a real contribution to the success of the Region of Peel, rate morale high, take pride in the Region and recommend the Region as an employer.
- Job Satisfaction - Employees' enjoyment in their work, overall job satisfaction, use of their skills, level of job challenge, involvement in decisions and encouragement for innovation.

The Region of Peel is characterized by strong levels of pride and strong focus on customer service. Overall, the Region of Peel has an engaged workforce and the organization is committed to maintaining a positive work environment for all staff.



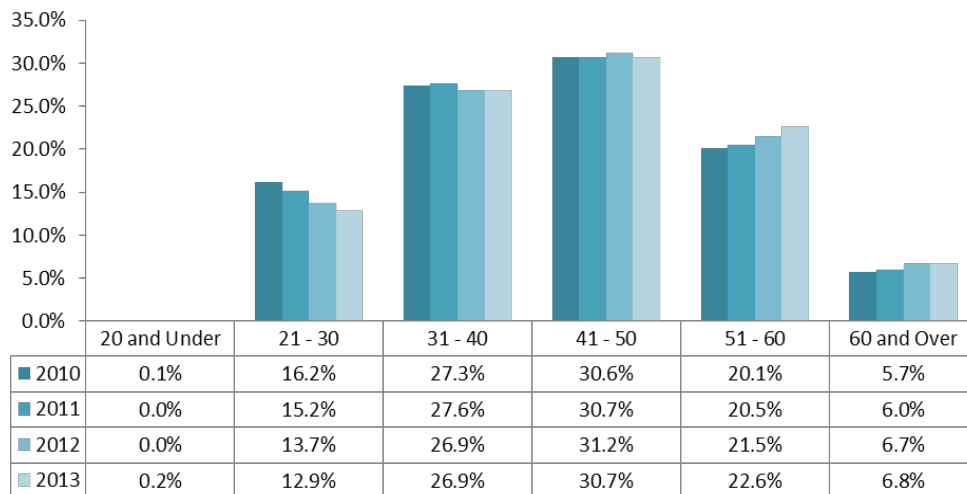
WORKFORCE STATISTICS

As of December 31, 2013, the Region's staff had an average of 9.4 years of service and is comprised of 69% female. Since 2009, the years of service have slightly increased from 8.0 years whereas the ratio of females has remained fairly stable at 71%.

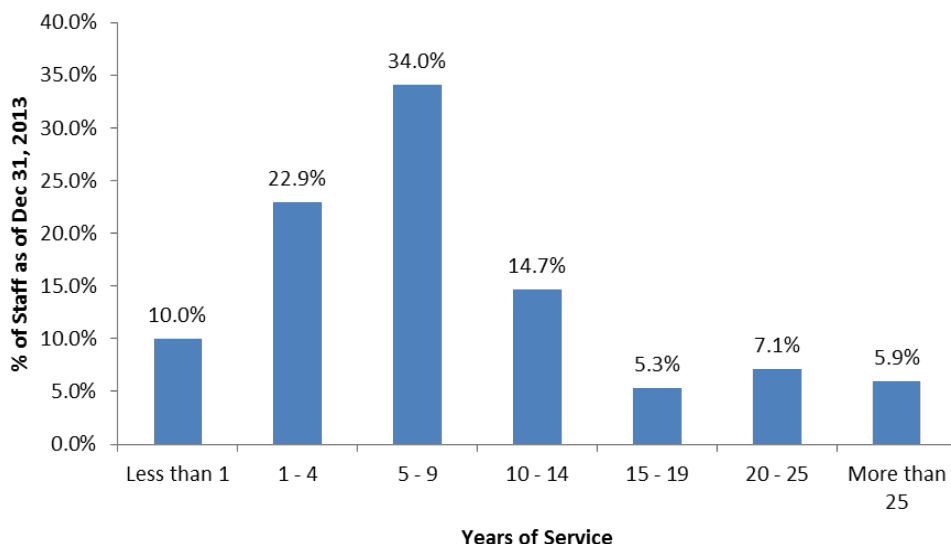
Fifty-nine per cent of Regional employees live in the Region of Peel; this number has declined slightly from 66% in 2009. Although as an employer the Region of Peel cannot take responsibility for where people choose to live it is important to recognize that the majority of our employees are also our residents/customers.

As of December 31, 2013, the Full Time Equivalent (FTE) count for the Region of Peel was 4,321 (excluding Police and Elected Officials). This represents an increase of 4.2% FTEs since 2009. This is attributable to program growth as approved through the yearly Regional Budget process. Of the total employees, 49.75% are unionized and 50.25% are non-union.

Employee Age Distribution



Employee Years of Service



BARGAINING UNITS

Canadian Union of Public Employees (CUPE)
Ontario Nurses' Association (ONA)
United Food and Commercial Workers' Canada (UFCW)
Ontario Public Service Employees' Union (OPSEU)

CUPE	-	Hourly Employees at Peel Manor Long-Term Care Centre
CUPE	-	Hourly Employees at Sheridan Villa Long-Term Care Centre
CUPE	-	Hourly Employees at Tall Pines Long-Term Care centre
CUPE	-	Hourly Employees at Malton Village Long-Term Care Centre
UFCW	-	Hourly Employees at Vera M. Davis Community Care Centre
ONA	-	Registered Nursing Employees at Peel Manor/ Sheridan Villa/Vera M. Davis/Tall Pines/Malton Village
CUPE	-	Vehicle Operators, Mechanics and Maintenance Staff at TransHelp, Accessible Transportation
CUPE	-	Outside workers of Public Works Department
CUPE	-	Public Health and Registered Nurses at Public Health Division
CUPE	-	Integrated Business Supports, Client Relationships, and Client and Community Access Divisions of the Human Services Department
OPSEU	-	Site personnel with Peel Living
OPSEU	-	Paramedics with Peel Regional Paramedic Services
OPSEU	-	Vehicle and Equipment Preparedness Assistants with Peel Regional Paramedic Services



HIRING PROCEDURES

Peel's hiring process and practices are focused on providing a solid experience for our candidates and to attract top talent to the Region. With the diverse nature of our work and the many work locations throughout the region some basic principles are applied:

- All vacancies (regular, contract and acting assignments) of six months and over shall be posted on the internal pathways site so all Regional employees are aware of the opportunity and can submit application. Bargaining unit positions are posted in accordance with the provisions of the collective agreements.
- Positions may be advertised externally based the discretion of the Recruitment department and Hiring Manager.
- All recruitment, including temporary and student positions, is supported by the Recruitment department.
- All candidates, internal and external, are to apply on-line. Internals will apply through the career site on pathways and external candidates will apply through the Region of Peel Career Site
- Internal candidates (regular full-time, regular part-time, contract, temporary) are given priority consideration.
- All competitions are recruited in an inclusive manner.

WORKFORCE DIVERSITY

The Region has a Workforce Diversity and Inclusion Program that is based on the concept that responsibility and accountability to ensure a diverse workforce and inclusive work environment rests with each hiring manager and is supported by Human Resources. The Region's workforce reflects the community it serves.



COUNCIL REMUNERATION AND BENEFITS

REGIONAL CHAIR

The 2014 salary of the Regional Chair is \$170,370.

In accordance with policy (HR 10-08), the salary of the Regional Chair is reviewed by Regional Council and is to be adjusted and maintained to the same extent as non-union senior management staff.

Benefits

Effective January 1, 2014 the following benefits are provided to the Regional Chair:

- The Region pays the cost of the employer's portion of legislated benefits (such as Canada Pension Plan) and Ontario Municipal Employees Retirement System.
- The Regional Chair is provided with the same benefits, with the exception of Group Life, on the same cost-sharing basis, as those allowed for full-time, non-union employees, with benefits payable during the term of office.

Basic Group Life Insurance:

- under the age of 70 - basic life insurance coverage at three (3) times their annual base earnings with an option to reduce it to two (2) times with the Region paying the premium (combined maximum coverage for basic and optional is \$1,250,000);
- at the age of 70 – the amount of coverage changes to one-and-one-half (1½) times their base earnings with an option to reduce it to one (1) times their base earnings with the Region paying the premium;
- at the age of 75 - the amount of coverage is \$2,500, with the Region paying the premium.

Basic Accidental Death and Dismemberment Insurance (AD&D):

- Under the age of 70 - basic AD&D coverage at two (2) times their annual base earnings, with the Region paying the premium;
- at the age of 70 - the amount of coverage changes to one (1) times their annual base earnings;
- at the age of 75 - there is no coverage for AD&D.



Additional benefits, with specific coverage details outlined in the benefit booklet for regular, full-time non-union employees:

Extended Health Care
Dental Care
Personal Leave Days
Sick Leave Plan

Health Spending Account

- The Regional Chair is eligible for a Health Spending Account in the amount of \$750 per calendar year. This amount will be pro-rated by eligible months during the first partial, eligible year of service. Thereafter, the full amount will be available in January of each calendar year.

Long-Term Disability (LTD) Insurance is paid by the Regional Chair:

- Under the age of 65 – long-term disability coverage is subject to eligibility requirements of the Plan and follows the expiration of Sick Leave benefits. To obtain a copy of the Region's Sick Leave Plan Policy (HR10-05-01), please contact the Director of Human Resources at (905) 791-7800 ext. 4743.
- At the age of 65 – there is no coverage for LTD.

Optional Benefits:

Optional benefits are available according to plan specifications and are paid by the Regional Chair:

- Optional Life Insurance
- Optional Spousal Life Insurance
- Optional Dependant Life Insurance
- Optional AD&D
- Optional Critical Illness Insurance

Should the Regional Chair wish to take advantage of any of the benefits mentioned herein, they shall make application, in writing, to the Region's Director of Human Resources, prior to any such coverage being effective.

An End of Term Allowance is paid to the Regional Chair in accordance with [By-law Number 87-85](#), as amended, a copy of which is provided in Section 7 of this manual.

The Region pays \$100 per month for expenses to the Regional Chair and Provincial appointees to the Peel Regional Police Services Board, subject to Provincial statutes.



Transportation:

- A car is provided to the Chair with all expenses paid; a portion of these expenses are considered a taxable benefit.

Employee and Family Assistance Program (EFAP)

- Confidential short-term professional counselling by: telephone, in-person, e-counselling; or video counselling.
- Support for issues such as: personal (e.g. stress, depression, crisis and grief) relationships, addictions, workplace challenges, child or elder care, financial, legal, diet and nutrition, and naturopathy.
- Call 1-800-387-4765; TTY:1-877-338-0275 or visit workhealthlife.com 24/7. A mobile app is available for download.

LifeSpeak on Demand

- A library of 5-9 minute video clip series available 24/7 from work or home.
- Canadian experts speak on topics such as: mental health, sleep, emotional intelligence, marital conflict, difficult conversations, and retirement planning.
- Access LifeSpeak On Demand by logging onto: <http://ondemand.lifespeak.com>. User Name: ROP; Password: healthyworkplace



REGIONAL COUNCILLORS

The 2014 salary for Regional Councillors is \$52,493.31 and is adjusted and maintained to the same extent as the non-union pay band 3.

No remuneration is paid by the Region for attendance at meetings by Regional Councillors appointed to outside boards, commissions or agencies.

Benefits

Effective January 1, 2014 the following benefits are provided to the Regional Councillors:

- The Region pays the cost of the employer's portion of legislated benefits (such as Canada Pension Plan) and Ontario Municipal Employees Retirement System.

Basic Group Life Insurance:

- under the age of 70 - basic life insurance coverage at three (3) times their annual base earnings with an option to reduce it to two (2) times (combined maximum coverage for basic and optional is \$1,250,000), with the Region paying the premium;
- at the age of 70 – the amount of coverage changes to one-and-one-half (1½) times their base earnings with an option to reduce it to one (1) times their base earnings with the Region paying the premium;
- at the age of 75 - the amount of coverage is \$2,500 with the Region paying the premium.

Basic Accidental Death and Dismemberment Insurance (AD& D):

- under the age of 70 - basic AD&D coverage at two (2) times their annual base earnings, up to a maximum of \$500,000 with the Region paying the premium;
- at the age of 70 – the amount of coverage changes to one (1) times the Councillor's annual base earnings;
- at age 75 – there is no coverage for AD&D.

Health Spending Account:

- After submitting claims through their municipal employer, Regional Councillors are eligible for coordination of reimbursement for eligible health and dental care expenses with a Health Spending Account in the amount of \$750 per calendar year. This amount will be pro-rated by



eligible months during the first partial, eligible year of service. Thereafter, the full amount will be available in January of each calendar year.

Optional Benefits:

Optional benefits are available according to plan specifications and are paid by the Councillor:

- Optional Life Insurance
- Optional Spousal Life Insurance
- Optional Dependant Life Insurance
- Optional AD&D
- Optional Critical Illness Insurance

Each member wishing to take advantage of any of the benefits mentioned herein shall make application, in writing, to the Region's Director of Human Resources, prior to any such coverage being effective.

An End of Term Allowance is paid to members of Council in accordance with By-law Number 87-85, as amended, a copy of which is provided in [Section 7](#) of this manual.

The Region pays \$100 per month for expenses to Council and Provincial appointees to the Peel Regional Police Services Board, subject to Provincial statutes.

Employee and Family Assistance Program (EFAP)

- Confidential short-term professional counselling by: telephone, in-person, e-counselling; or video counselling.
- Support for issues such as: personal (e.g. stress, depression, crisis and grief) relationships, addictions, workplace challenges, child or elder care, financial, legal, diet and nutrition, and naturopathy.
- Call 1-800-387-4765; TTY:1-877-338-0275 or visit workhealthlife.com 24/7. A mobile app is available for download.

LifeSpeak on Demand

- A library of 5-9 minute video clip series available 24/7 from work or home.
- Canadian experts speak on topics such as: mental health, sleep, emotional intelligence, marital conflict, difficult conversations, and retirement planning.
- Access LifeSpeak On Demand by logging onto: <http://ondemand.lifespeak.com>. User Name: ROP; Password: healthyworkplace



Human Resources Contact Information

Email Contact

The Region of Peel email address convention to reach staff by name is “**first.last @peelregion.ca**”. Any matter that is of a confidential nature should be addressed specifically and not routed through a general email box.

General Email inquiries can be addressed as follows:

Director of Human Resources: mary.killeavy@peelregion.ca

Phone List

All Regional staff may be contacted by calling 905-791-7800. Please utilize the extensions set out below to contact key staff by position or call 905-791-7800 and remain on the line to speak with a Customer Service Representative who will help direct your call.

- Office of the Commissioner
 - Commissioner of Corporate Services ext. 4258
 - Administrative Assistant ext. 4288
- Human Resources Division
 - Director of Human Resources ext. 4049
 - Administrative Assistant ext. 4039
 - Councillors' Benefits ext. 4739
 - Payroll ext. 4596



EXPENSE ACCOUNTS

Councillors' business expenses are covered under the Region of Peel's [Business Expense Accounts – Members of Council Corporate Policy](#). This policy applies to Members of Council in its entirety. This policy is reviewed prior to the new term of Council and updates were approved by Regional Council on July 3, 2014.

The guiding principle is that Members of Council are accountable to the public and are responsible for ensuring that their expenses are reasonable, appropriate and within their term allowance. The expenses must clearly and directly relate to the business of the Region of Peel and not be considered personal in nature.

Corporate Finance provides each Member of Council with their individual expense statement on a quarterly basis and the statements are then posted on the Region of Peel website once the review and approval period has been completed.

The Business Expense Claim form should be prepared in the Councillor's Office and sent to the Regional Chair for review. The Chair's expenses are reviewed by the Chief Financial Officer.

DEFINITIONS

- **“Car allowance at standard rate”** is the transportation cost reimbursement rate as set by Canada Customs and Revenue Agency, in accordance with the Region's Business Expense Accounts Policy. This rate is currently \$0.54 per kilometre up to 425 kilometres per month and \$0.48 per kilometer for any remaining kilometres per month.
- **“Constituent Communication (Regional Share)”** is the cost of producing and/or delivering information regarding Regional issues and includes newsletters, postage, printing and photocopying expenses, photos, slides, home office related supplies, letterhead, envelopes and business cards.
- **“Distant event”** means an event held in excess of 60 km from 10 Peel Centre Drive.
- **“Event”** includes conferences, conventions, annual meetings, workshops, seminars, training sessions, investigational or promotional travel regarding economic development or Regional issues, courses, study tours, correspondence courses, community rate payer meetings, community relations events, charity fundraising functions, retirement dinners and other business meetings.
- **“Hotel accommodation”**:
 - is normally at single room occupancy rate, excluding meals;
 - where double occupancy is used, the single room occupancy rate shall be identified on the hotel receipt, by the hotel cashier.
- **“Local event”** means an event within 60 km of 10 Peel Centre Drive.



- **“Municipal organizations”** are recognized organizations established to represent the collective general interests of Municipal Corporations.
- **“Per diem”:**
 - is paid in Canadian dollars for the number of days spent in Canada and in US dollars for the number of days spent outside Canada;
 - is a daily allowance intended to cover the cost of meals, gratuities, personal telephone charges, and all other expenses of events other than registration, hotel or overnight accommodation, business telephone charges, and transportation;
 - is established at a reasonable amount, being \$60 per day, thereby avoiding the need, and unnecessary aggravation, of obtaining and saving receipts to substantiate reimbursement of incurred costs;
 - where the full amount of per diem is not required, the lesser amount should be claimed.
- **“Prepayments”** are payments made on behalf of Councillors or staff, including transportation costs and registration fees, that require payment before the event.
- **“Registration costs”** do not include the cost of personal entertainment, tours, or meals associated with organized events e.g. sightseeing excursions, evening outings.
- **“Reward Program”** any program such as Air Miles Collector Program, Aeroplan, Frequent Flyer or other loyalty programs where free airfare, hotel or other items are earned.
- **“Unavoidable personal costs”** are forfeited deposits on airline tickets or reservations incurred as a result of unexpected required overtime, cancellation of previously authorized absence, or other Regional constraints.
- The **“Corporate Gifts Program”** allows Councillors to purchase gifts, which exhibit the Corporate logo.
 - The Corporate gifts include: pins, pens, mugs/glasses, bags, small golf accessories, clothing, caps/hats, portfolio and clock/calculators. Councillors have access to \$200 per year to purchase these items. Any purchases that exceed this amount will be expensed to the Councillor’s expense account or by personal payment. Purchases can be made by contacting the Office of the Regional Chair at (905) 791-7800, ext. 4309.

ATTENDANCE AT EVENTS

- Each Member of Council may attend such event(s) as he/she may choose, or travel on Regional business at the Region’s expense.



- Where the Regional Chair has approved a Member of Council to attend an event, or act on its behalf, expenses incurred in carrying this out shall be in addition to the allowance provided for business related events.
- Members of Council are reimbursed for travel on Regional business for local events, single day meetings, as follows:
 - Car allowance at standard rates and/or public transit, both ways.
 - Registration cost for the delegate.
 - Costs for meals, supported by receipts.
 - In addition, due to formal or informal evening sessions or as a result of active participation in the presentation of an event as follows:
 - Per diem allowance up to the maximum, for the number of days attended; and
 - Hotel accommodation, where pre-authorized.
- Members of Council are reimbursed for travel on Regional business distant events, as follows:
 - Actual travel costs to and from the event, to a maximum of economy air fare. Only paid expenses are claimed. In the event reward programs are used, only costs of using the program (e.g. fees, taxes) will be reimbursed, not the full value of the airfare or other items.
 - Taxi costs supported by receipts.
 - Car allowance at standard rate, where a personal vehicle is used.
 - Economy fare, where other forms of transportation are used, e.g. trains.
 - Trip cancellation insurance, where advance bookings or other discount fares are used.
 - Vicinity travel costs, if required by the nature of the event (e.g. car rental).
 - Registration cost for the delegate.
 - Per diem allowance up to the maximum, for the number of days attended, plus a maximum of one additional day for travelling, if required for that purpose.
 - If costs in excess of the per diem rate are incurred, they are reimbursed in lieu of the per diem, provided they are supported by receipts (e.g. for required entertainment or off-continent conferences).
 - Hotel accommodation for the duration of the event, plus one additional day, if required.
 - Foreign exchange is paid on actual costs claimed. It is converted at exchange rate at the time costs were incurred.



If advance bookings and other discount fares which require an extended stay to qualify for the reduced fare are used, the Member of Council's additional per diem and hotel costs (single occupancy rate supported by receipts) may be claimed to the extent that his additional amount plus the actual fare (supported by receipts) and related trip cancellation insurance is less than or equal to the economy fare, at the time, to the same location.

TRAVEL ARRANGEMENTS

Registration, accommodation, and travel arrangements for Members of Council travelling at Regional expense can be made through the Regional Chair's Office, any Commissioner's Office, an outside agent, or an area municipality, if so desired.

In making such arrangements, however, it is important that Councillors ensure that their Councillor's expense allowance is not overspent, by consulting in advance with the Manager, Accounting Services, Corporate Finance division, at 905-791-7800, ext. 4212.

OTHER BUSINESS EXPENSES

Councillors may claim for reimbursement business cards showing the Region of Peel, home office equipment, constituency events and charitable donations made in the Region of Peel's name. Charitable donation receipts should be sent to the Manager, Accounting Services, Corporate Finance division.

Any amount spent exceeding the term allowance will be paid personally by the Member of Council. Reimbursements exceeding the term allowance will be refunded by the Councillor. If the Member of Council is elected or appointed after the term has officially commenced, the term allowance will be pro-rated. The business expense must clearly and directly relate to the business of the Region of Peel and not be considered personal in nature.

APPOINTEES

Members of Council who are appointed as committee members or officers of municipal organizations shall be reimbursed for expenses incurred in performing duties related to their appointment, to the extent that the applicable organization has made no provision; therefore any such expenses shall be in addition to the Member's allowance for business related events.

MAILING AND NEWSLETTER EXPENSES

Constituent communications regarding Regional issues is an essential function for a Regional Councillor, and related expenses would include:

- i) constituent newsletters or communiques, where area municipality content is also present, the Region's participation would be based upon the percentage of space related to Regional issues;
- ii) postage, letterhead, envelopes, and business cards (100 per cent, or 50/50 if the item contains area municipality letterhead/logo);



- iii) printing and photocopy charges (Region's participation would be based upon the proportion of space devoted to Regional issues);
- iv) constituent communication expenses shall not be reimbursed after June 30 of an election year.
- v) on an annual basis, one Regional newsletter per Councillor is deemed to be a corporate communication and will not be charged to the discretionary allowance.

SINGLE MEALS

Expense claims for single meals shall identify those in attendance as well as the purpose of the meeting.

EXPENSE CLAIMS PROCESS

The Business Expense Claim is to be completed by the Councillor's Office, signed by the Councillor and submitted to the Regional Chair for review and advice. The Chief Financial Officer will review the Regional Chair's Business Expense Claim.

Prepayments made on behalf of the person (i.e. air fare, hotel deposits, registration) attending the event shall be charged directly to the cost centre that is responsible for the expense.

All claims for reimbursement, with the exception of the per diem, car allowance, and public transit costs shall be supported by original receipts.

FUNDING

Funding for Members of Council to attend Region of Peel business related events during the current term, is set at \$22,380 per term with annual increases beginning in 2015 based on the Consumer Price Index (Canada, All-items) of the previous year. The term allowance will be calculated annually and communicated to the Members of Council.

Police Appointees

Costs related to the attendance of Regional appointees to the Peel Police Services Board, at police related conferences, are charged against the Police Services Board's cost centre. These costs do not result in any reduction in the monies available to these appointees for conferences under the Regional Council budget in their capacity as Council Member. Regional policies pertaining to per diem, mileage, air fares etc. apply to Police Appointees.

Supplementary Allowances

Councillors who are appointed and endorsed by Regional Council as committee members or officers of municipal organizations shall be reimbursed for expenses incurred in performing the duties related to their appointment, in addition to the Councillor's allowance for business related events, presuming that the applicable organization has made no provisions.



Where the Regional Chair has approved a supplementary allowance for a Councillor to attend an event or act on the Chair's behalf, expenses incurred in carrying out Council's direction shall be in addition to the allowance provided for business related events.

Foreign Exchange

Foreign exchange shall be paid on actual costs claimed (supported by receipts). Claims shall be converted at the exchange rate prevailing at the time the costs were incurred.

The per diem allowance shall be paid in Canadian dollars for the number of days spent inside Canada and in American dollars for the number of days spent outside Canada.

Car allowance shall be paid in Canadian dollars.

Budget Control

Councillors are responsible for ensuring that spending is within funding limits. Quarterly statements are provided throughout the term to assist in this regard. To verify availability of funds, contact the Manager, Accounting Services, Corporate Finance division, at 905-791-7800, ext. 4212.

Legislative Services shall post to the Region's website the Councillor's quarterly statement, once the review and approval period is complete.

CONTACT:

Manager, Accounting Services, Corporate Finance division, at 905-791-7800, ext. 4212.



REPORTABLE ITEMS

In accordance with [section 284 the *Municipal Act, 2001*](#) the Chief Financial Officer must report to Regional Council the remuneration and expenses received by Councillors, in respect of services as Members of Council, local boards, or other bodies, for the preceding year, by March 31st annually.



7. Appendices



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APPENDICES

DIRECTORY OF SERVICES

The Customer Contact Centre produces the Council and Management Directory, containing the current telephone and fax listings of Councillors and Regional management, by department. To obtain a copy of Directory, please contact the Manager of the Customer Contact Centre at 905-791-7800, ext. 6504 or by email to accesspeel@peelregion.ca

ORGANIZATIONAL STRUCTURE

SERVICE RESPONSIBILITIES

CLERK'S ORGANIZATIONAL CHART

ROADS SERVICED BY PEEL

USEFUL INTERNET LINKS

The most current copies to the following Acts:

- *Municipal Act, 2001, S.O. 2001, c. 25*
- *Municipal Conflict of Interest Act, R.S.O. 1990, c. M-50*
- *Municipal Elections Act, 1996, S.O. 1996, c. 32*
- *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M-56*
- *Public Sector Salary Disclosure Act, 1996*
- *Regional Municipality of Peel Act, 2005, S.O. 2005, c. 20*
- *Emergency Management and Civil Protection Act, R.S.O. 2006*

PEEL REGIONAL COUNCIL CODE OF CONDUCT

LONG TERM FINANCIAL PLANNING STRATEGY

PROCEDURE BY-LAW 100-2012, as amended by By-laws 117-2013 and 65-2014

RETIREMENT BY-LAW 87-85, as amended by By-laws 29-1989, 13-1999 and 74-2014

EMERGENCY MANAGEMENT BY-LAW 52-2008



PURCHASING BY-LAW 113-2013

INDEMNIFICATION BY-LAW 38-2005, as amended by By-law 24-2014

TERM OF COUNCIL PRIORITIES

TERM OF COUNCIL ENABLING PRIORITIES

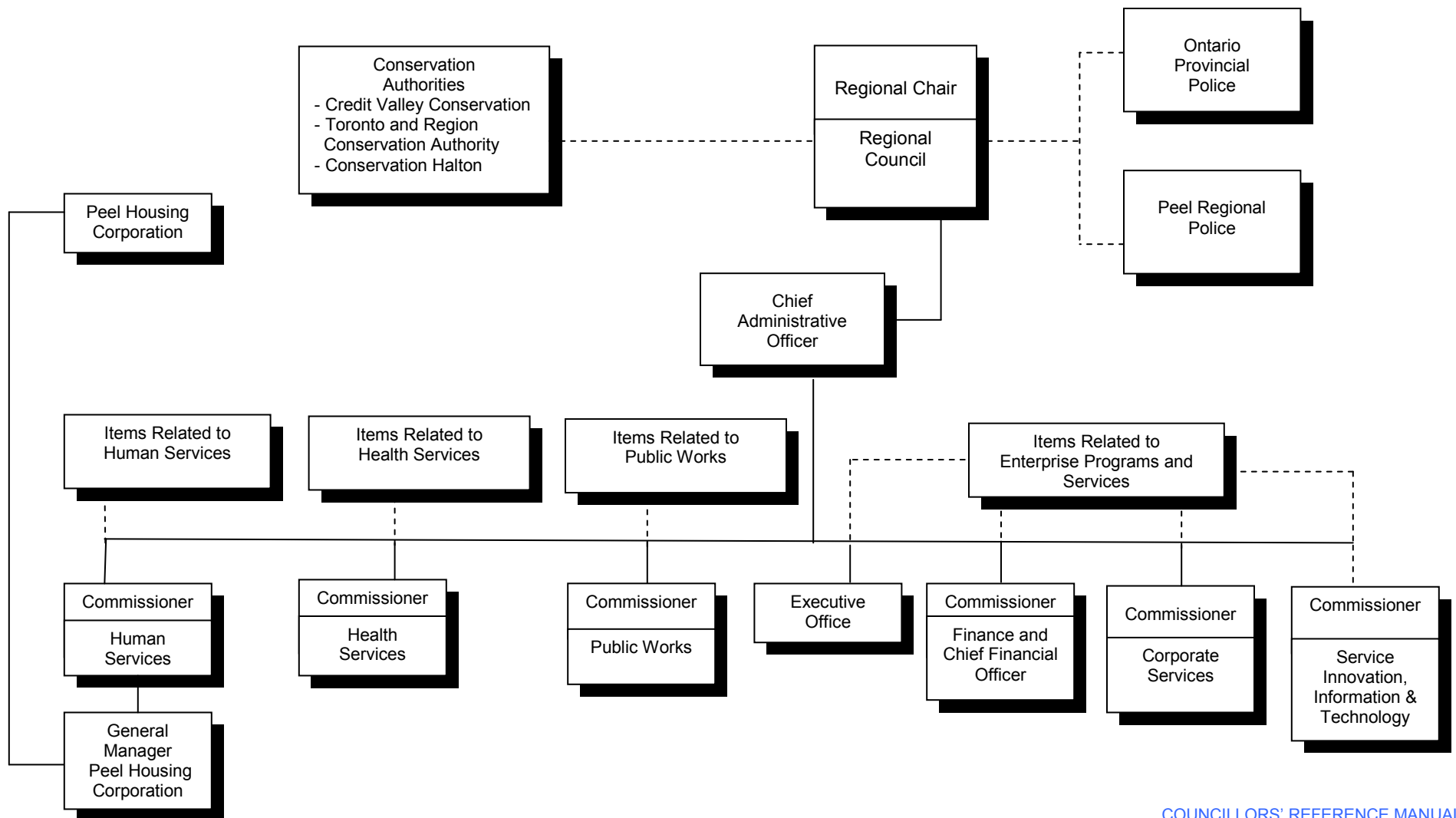
ACRONYMS LIST

THE MUNICIPAL COUNCILLORS GUIDE (MMAH)



ORGANIZATIONAL STRUCTURE

Department Overview



COUNCILLORS' REFERENCE MANUAL

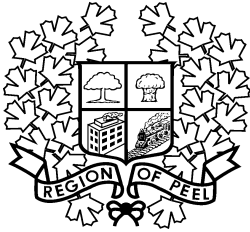


SERVICE RESPONSIBILITIES

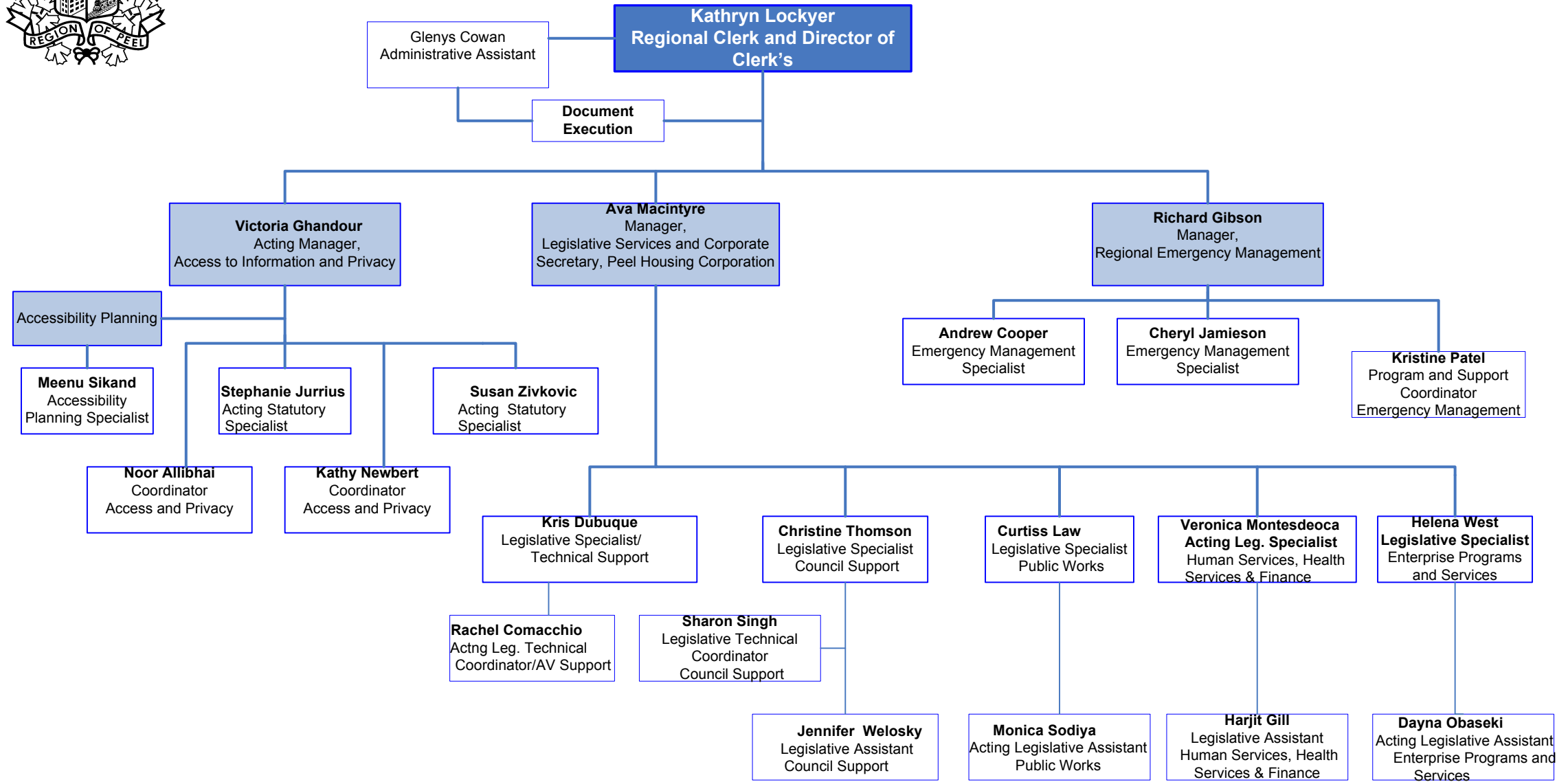
FUNCTION	REGION	AREA MUNICIPALITY	SHARE
9-1-1 Emergency Number System	X		
Accessibility Planning			X
Accessible Transportation	X		
Capital Borrowing	X		
Committee of Adjustment		X	
Conservation Authorities	X		
Economic Development		X	
Emergency Planning			X
Fire		X	
GO Transit Capital	X		
Heritage			X
Libraries		X	
Licensing		X	
Long-Term Care Facilities	X		
Marriages		X	
Municipal Hydro Electric Service		X	
Peel Housing Corporation	X		
Ontario Works	X		
Paramedic Services	X		
Parks		X	



FUNCTION	REGION	AREA MUNICIPALITY	SHARE
Planning			X
Police	X		
Public Health	X		
Public Transit		X	
Recreational and Community Centres		X	
Roads and Traffic			X
Social Housing	X		
Solid Waste Management	X		
Subsidized Child Care	X		
Tax Collection		X	
Tax Policy			X
Wastewater Collection and Treatment	X		
Water Purification and Distribution	X		



CLERK'S ORGANIZATIONAL CHART



Peel Regional Council Code of Conduct

A. Application and Purpose

- i. The Regional Chair and Members of Council are members of the public appointed or elected, respectively, to represent the residents of the Region of Peel interest through the legislated authority given to Regional Council.
- ii. The Peel Regional Council Code of Conduct (hereinafter after known as the Code) is Council's statement governing the conduct of its Chair and Members of Council in the performance of their official functions and reflects Council's commitment to meet the community's expectations of transparent, accountable and ethical conduct.
- iii. This Code applies to the Regional Chair and Members of Council as they perform their duties in cooperation with Council colleagues, Regional staff, and the public, as elected officials of the Region of Peel.
- iv. The purpose of the Code is to provide the basis upon which any person, including other Members of Regional Council, may promote high standards of ethical conduct of the Regional Chair and Members of Council through a direct referral, or recourse to public opinion.

B. Definitions

- i. **Accountability**
The municipality is obligated to demonstrate and take responsibility for its actions, decisions and policies, and is answerable to the public at large.
- ii. **Confidential Information**
Personal information in the custody or control of the Region or information not available to the public and which, if disclosed could result in damage or loss to the corporation of the Region of Peel (corporation), or could give the person to whom it is disclosed an improper advantage.
- iii. **Personal Gain**
The direct or indirect financial gain of the Regional Chair or Members of Council as defined by Section 3 of the *Municipal Conflict of Interest Act*, but does not include remuneration of the Chair or Councillor by the Region for the performance of the duties of office.
- iv. **Purchasing Processes**
Any process started under the Region's Purchasing By-law or in response to Council direction.

It also includes any negotiation or communication for the extension or renewal of an existing contract for the purchase of goods, services or land and any negotiation, expropriation or other process for the acquisition of land.
- v. **Transparency**
The municipality will conduct its business in an accessible, clear and visible manner, with activities that are open to examination by the public.

C. Guiding Principles

- i. The Region of Peel is a responsible and accountable government with respect to matters within its jurisdiction, and is given powers to be exercised by its Regional Council for the purpose of providing good government.
- ii. Through the promotion of trust and confidence, it is the policy of the Region of Peel to provide Regional government “as it should be”.
- iii. The Regional Chair and Members of Council are committed to honour, support and employ the Regional values:
 - Supportive and Respectful Environment
 - Teamwork
 - Effective Communication
 - Integrity
 - Quality Service
- iv. The decision-making process of Regional Council is to be transparent, accessible and fair.
- v. The Regional Chair and Members of Council will adhere to the standards required as stated in the Oath of Office.
- vi. The Regional Chair and Members of Council will be fair and respectful of differences and have a duty to work together for goodwill, the common good and the public interest.

D. Community Involvement and Values

- i. This Code recognizes the responsibility of the Regional Chair and Members of Regional Council to actively serve and represent their communities in their roles as elected officials. This Code is intended to be applied in a manner that supports the Regional Chair and Members of Council in undertaking community involvement, to the greatest extent consistent with Regional principles and values.

E. Legislative Environment

The Region of Peel demonstrates a commitment to accountability and transparency by providing a framework of policies, procedures and practices that foster sound governance and its sustainability. This Code operates along with and supplements the existing legislation governing the Regional Chair and Members of Council.

i. Federal and Provincial Legislative Requirements and Municipal By-laws

Federal and provincial laws and municipal by-laws outline legal authorities, obligations and unlawful activity. The Regional Chair and Members of Council are responsible under this Code to be aware of and to understand the legal obligations affecting them as individual office holders.

The Regional Chair and Members of Council are governed individually or collectively by federal and provincial legislation including:

- Criminal Code of Canada
- Ontario Human Rights Code

- *Municipal Act*
- *Municipal Conflict of Interest Act*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Municipal Elections Act*
- *Occupational Health and Safety Act*
- *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace), 2009*
- *Safe Drinking Water Act*

In addition, municipalities are often dealt with in provincial and federal legislation and agreements as having roles both as authorities and a partner providers in the delivery of public services (e.g. as both a service manager and housing provider under the Housing Services Act). The Regional Chair and Members of Council should understand their legal obligations within the legal effect of those legislative frameworks and/or partnership agreements. Where greater clarity is required in this regard, the Regional Chair and Members of Council should direct inquiries to the Regional Clerk and/or the Regional Solicitor.

This Code is enacted under Part V.1 (Accountability and Transparency), s. 223.2 of the *Municipal Act*, 2001.

ii. Regional By-laws

There are several Regional By-laws that the Regional Chair and Members of Council are committed to adhering to including:

- Procedure By-law
- Investigation Request Process (G00-17)
- Accountability and Transparency (G20-01)
- Appointments to Special Purpose Bodies (G20-05)
- Corporate Value Statements (G00-09)
- Region of Peel Purchasing By-Law, Peel Living Resolution, Peel Regional Police Policy (F35-00)

iii. Closed Meeting Investigator

The Region of Peel has appointed Local Authority Services Ltd. (a subsidiary of the Association of Municipalities of Ontario) as the investigator of complaints regarding Regional Council and committee meetings closed to the public. Council and its committees have limited authority to close meetings under the *Municipal Act*, 2001, section 239.

iv. Area Municipal Codes of Conduct

Regional Councillors also serve as Members of Council for the City of Mississauga, the City of Brampton, or the Town of Caledon. All three area municipalities have their own codes of conduct.

The Code applies to the activities of the Regional Chair and Members of Council while executing their responsibilities as Regional Chair and Councillors respectively. Area municipal codes of conduct will apply to the activities of the Members of Council in accordance with their role as area municipal councillors.

Should an issue arise that is of joint responsibility for the Region and the area municipality, both parties will work together to develop a process to resolve the matter and report the findings to both Regional and City/Town Council.

F. Conduct at Regional Council

i. General Conduct

During Regional Council proceedings, the Regional Chair and Members of Council are to conduct themselves in a manner which demonstrates respect for their Council colleagues, Region of Peel staff, and the members of the public, and in accordance with the Region of Peel's Procedure By-law.

The Regional Chair and Members of Council will conduct themselves with dignity, for themselves and towards all others. Members will strive to create an environment free of discrimination and harassment, and will not engage in intimidating or bullying behaviour, acting in accordance with *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace), 2009*.

Councillors will continue in this same manner during other similar proceedings as a result of their membership on other agencies, boards, commissions or sub-committees of Regional Council appointed by Regional Council.

ii. Member Interest

The Regional Chair and Members of Council will serve their communities so that the public interest is upheld and is the Member's primary consideration.

The Regional Chair and Members of Council will not create a real or apparent conflict of their private interests with the public interest, and will act proactively to avoid such conflict to the best of their ability.

The Regional Chair and Members of Council will not use improper influence or be improperly influenced such that personal or private interests are promoted over the public interest.

G. Conduct in Relation to Regional Business

i. Confidentiality

When making decisions, the Regional Chair and Members of Council will have access to information that may be confidential or contentious.

The Regional Chair and Members of Council will respect and maintain the confidentiality of information communicated to them in confidence by staff or colleagues.

The Regional Chair and Members of Council will not disclose a document or information contained within a document provided for use in connection with a closed (in camera) meeting of Regional Council, a Committee of Council, or of any body to which the Member has been appointed by Regional Council.

The Regional Chair and Members of Council will not disclose the deliberations of a closed session without the prior permission of the body holding the closed session.

ii. Decisions about Regional Resources

The Regional Chair and Members of Council will not commit or agree to commit the Region's resources (whether money, staff time, equipment, or otherwise) unless such commitment has been requested and confirmed by Council or by the Regional staff (Chief Administrative Officer, Commissioner, Director, Manager or Supervisor) charged with authority to manage the resources in question.

While they may advocate for a particular decision, the Regional Chair and Members of Council will not attempt to direct the use of Regional resources or property for a purpose not authorized by Council or the appropriate municipal staff.

iii. Procurement

The Region purchases goods, services and land using well established and professionally managed processes as out lined in the Region of Peel's *Purchasing By-Law*.

Should questions arise related to the conduct of Regional Chair or Members of Council in the procurement process, they should consult the Region of Peel Purchasing By-law, other applicable policy or by-law and/or an appropriate staff contact.

H. Decision-Making

- i. Decision-making authority lies with Regional Council as a whole. All members of the public interacting with Council are entitled to a clear, transparent and accountable decision-making process.
- ii. The Regional Chair and Members of Council will serve their communities with transparency, making candid disclosure of the considerations influencing them in their decision-making conduct.
- iii. The Regional Chair and Members of Council will be open to receiving reasonable representations and information from municipal staff, interested persons and the broader community.
- iv. The Regional Chair and Members of Council will not have matters dealt with in closed session (in camera) in cases where Council is unauthorized to do so.
- v. The Regional Chair and Members of Council may communicate a position that is contrary to that taken by Regional Council but in doing so should make clear that they are not representing the Council and refrain from making disparaging comments about other Members of Council and demonstrate respect for Council's processes and decisions.

I. Regional Chair

- i. This Code applies in all respects to the Chair as a Member of Regional Council.
- ii. The role of the Regional Chair is prescribed the *Municipal Act*, 2001 and states that as Head of Council the Regional Chair is:
 - to act as Chief Executive Officer of the municipality
 - to preside over council meetings so that its business can be carried out efficiently and effectively
 - to provide leadership to Council
 - to represent the municipality at official functions
- iii. As Chief Executive Officer, the Regional Chair is responsible to:
 - uphold and promote the purposes of the municipality
 - promote public involvement in the municipality's activities
 - act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally

- participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents
- iv. The Regional Chair is the Head of Council and political head of the Region, and Chief Executive Officer of the Regional Corporation. The Regional Chair represents the Region in dealing with other levels of government and plays a strong role as liaison with Regional staff through the Chief Administrative Officer.
- v. The Regional Chair will work with Regional Council with regard to those decisions or authorities which have not been delegated to the Regional Chair by Council or provided to the Chair by legislation. The Regional Chair will represent and promote those decisions reached by Regional Council as a whole.

J. Relations with the Corporation, Council and Staff

- i. The Regional Chair and Members of Council will respect the role of staff to work for The Regional Municipality of Peel as a corporate body, with responsibility to make recommendations that reflect their professional expertise and corporate objectives.
- ii. Regional staff are governed by a separate and complementary *Employee Code of Conduct (HR02-01)*.
- iii. The Regional Chair and Members of Council must respect the fact that staff carry out directions and implement actions and policies of Council as a whole. A Member shall not attempt to influence staff to perform their duties or functions other than in accordance with either the expressed will of Council or in accordance with corporate policy.
- iv. The Regional Chair and Members of Council will not defame the reputation of the Region, its Council, its collective administration or its employees on any basis which the member is not willing and prepared to substantiate to the Council sitting in open session.
- v. The Regional Chair and Members of Council will conduct themselves with decorum demonstrating respect toward colleagues and staff and avoid behavior that could be interpreted as bullying and/or harassment.
- vi. The Regional Chair and Members of Council will not obstruct an officer, employee or agent of the Region of Peel in the performance of their duties.
- vii. The Regional Chair and Members of Council will encourage those employed or otherwise engaged by the Region of Peel to provide advice or services, to do so in a politically neutral, objectively determined and professionally bound manner. No attempt to influence such persons to depart from these standards in the provision of advice or services will be made.
- viii. The Regional Chair and Members of Council will respect the principle that decision-making, including policy making, the direction of staff and the commitment of municipal resources is only to be exercised by Members acting collectively through the Council as a whole.
- ix. The Regional Chair and Members of Council are not to use the services of Regional staff or services contracted by the Region, for personal purposes or for purposes other than the purposes of the Region, and for the purposes of the Region, only under the direction of the staff responsible.

K. Expenditures, Hospitality and Gifts

- i. The Regional Chair and Members of Council may be offered gifts, hospitality or benefits from community organizations or others wishing to express appreciation. Members are permitted to accept these offers of gratitude, provided they are of nominal value and are not offered by a vendor or potential vendor under an active Regional procurement process. Some gifts may extend a pecuniary benefit to the receiving Member, and be subject to restrictions under the *Municipal Conflict of Interest Act*.
- ii. The Regional Chair and Members of Council should be aware that gifts, hospitality or benefits received from the community could be perceived as an attempt to influence individual Councillor's actions as they pertain to Regional business. Any receipt of good or service from the community, regardless of value, should be viewed through a lens of any possible real or perceived influence.
- iii. The Regional Chair and Members of Council will respect the need for transparency and accountability in all circumstances, including participation with community organizations, not-for-profit groups or community associations seeking the benefit of the Chair's and/or Member's involvement.
- iv. If the Regional Chair or Member of Council agrees to fundraise on behalf of any community organization, not for profit group or community association, the Member should ensure that contributions are received by a means that does not involve cash. Contributions should be made directly to the applicable organization, group or association.
- v. The Region of Peel has established guidelines for Council expenses and remuneration, outlined in the "Regional Councillor Reference Manual" (Section 6 – Council Remuneration/Benefits/ Expenses). These guidelines apply to the Regional Chair and all Members of Council.
- vi. For guidance in relation to gifts, Members of Council should refer to established policies at their area municipality. The Regional Chair should refer to all such policies and existing provincial legislation for guidance.

L. Compliance

- i. The Regional Chair and Members of Council who observe or are credibly informed of a possible contravention of this Code have an obligation to proactively address what they observe or are informed of - whether with the Member concerned, in consultation with other Members, or ultimately through the Council.
- ii. In advance of each Inaugural meeting of Regional Council, the Code will be circulated to the Regional Chair and Members of Council to formally confirm that the Code has been reviewed and there is understanding related to a Councillors obligation to adhere to the Code.
- iii. Under Section 223.1 of the Municipal Act, a municipality has the discretionary authority to appoint an Integrity Commissioner to independently investigate possible violations of the Code and report the findings to Council.
- iv. Should Regional Council chose to use its authority under the Act and appoint an Integrity Commissioner, the Code and all related and relevant Region of Peel policies and procedures will assist the appointee(s) in determining an appropriate course of action.
- v. The Regional Chair and Members of Council will participate, cooperate and provide full disclosure in connection with all measures undertaken by the Region or by an Integrity Commissioner for the

implementation and enforcement of this Code including training and the promotion of public transparency, accountability and ethical conduct on the part of Members.

- vi. The imposition of penalties, as outlined under Section 223.4 of the Municipal Act, can only occur following the investigation by an Integrity Commissioner and a Code contravention reported to Regional Council by the Integrity Commissioner.

M. Review Process

- i. To ensure this Code remains relevant and current, Regional staff will review any significant legislative or internal policy changes for possible impact to the Code and report to Regional Council where necessary.
- ii. At the beginning of the mandate of each new Council, this Code will be reviewed in connection with the development of corporate strategies (i.e. Strategic Plan, Term of Council Priorities).
- iii. A mandatory Council review and endorsement of the Code will occur at the beginning of each new term of Council.
- iv. Members of Council will be provided with an overview of their obligations and responsibilities related to the Code at the beginning of each new term of Council.



THE REGIONAL MUNICIPALITY OF PEEL

BY-LAW NUMBER 87-85

As amended by By-laws 29-89, 13-1999 and 74-2014

A by-law to Provide for the Payment of a Retirement Allowance to Members of the Council.

WHEREAS Section 238 of the *Municipal Act* [s.242 *Municipal Act*] authorizes the Council of a Municipality to pay remuneration to the Members in any manner that Council considers advisable;

AND WHEREAS subsection 17(1) of the *Regional Municipality of Peel Act* [s.14(1) *Regional Municipalities Act*] applies section 238 of the *Municipal Act* with necessary modifications to the Regional Corporation [now section 283 of the *Municipal Act, 2001*];

AND WHEREAS the Council of the Regional Municipality of Peel at its meeting on 8th August 1985 adopted Resolution CW-360-85 approving of the payment of a service or retirement allowance to Members of the Council as hereinafter set forth;

NOW THEREFORE, The Council of the Regional Municipality of Peel enacts as follows:

1. That when a Member of the current or any subsequent Council of the Regional Municipality of Peel (hereinafter referred to as "the Council") ceases to be a Member of the Council, such former Member shall be entitled to payment of a retirement allowance pursuant to the provisions of this by-law.
2. (1) That the retirement allowance shall be calculated by the Treasurer of the Region and payment of it shall be made at the same time as any other final payments by the Region to such a Member, or paid as directed by the Member, and approved by the Treasurer.

(2) That subject to subsection (4) and sections 3 and 4, the retirement allowance for a Member of the Council of the Regional Corporation shall be at the rate of one month's current salary for every year of service on the Council, for the period from 1st January, 1974 to the date upon which the Member ceases to be a Member of the Council, to a maximum of twelve months in total.



-
- (3) That the Treasurer in calculating the amount of the retirement allowance pursuant to the previous subsection shall use 12 months for a year and any remainder of six months or more shall be rounded out to the next higher number and if the remainder is five months or less, the calculation of the years of service shall be unaffected.
 - (4) That notwithstanding subsection 2 in the case of a Member of the Council who has also been the Chairman of the Council and the service in both capacities has been continuous, the retirement allowance shall be calculated in 2 parts, one for the length of service as the Chairman and the other as a member of the Council and the current monthly salary for both positions shall be used in such calculation.
 - (5) That any retirement allowance paid pursuant to this by-law shall not be subject to any deduction because of membership in the Ontario Municipal Employees Retirement System.
 - (6) That any former Member of the Council, including the Chairman may, prior to receiving payment of a retirement allowance pursuant to this by-law, give written direction to and make arrangements with the Treasurer for payment of the retirement allowance to such institution, agency or person as may be set out in such written direction and the Treasurer is hereby authorized to comply therewith.
 3. That no retirement allowance shall be payable to a Member of the Council
 - (a) who resigns from the Council at a time when the Member of the Council has been elected or appointed to office in the Legislature of Ontario or in the Parliament of Canada;
 - (b) who is deprived of office as a Member of the Council pursuant to or as a direct result of a judicial determination; or
 - (c) in respect of service on the Council for which a retirement allowance has previously been paid to such Member.



-
4. That the amendments made by this by-law shall apply and have effect only in relation to the retirement allowance of a person who is a Member of the Council as of the date of the enactment of this by-law, and the amended by-law as it read immediately prior to the enactment of this by-law shall continue to apply to all retirement allowance of other persons who have been Members of the Council.

READ THREE TIMES AND FINALLY PASSED IN OPEN COUNCIL this 12th day of September 1985.

L. E. Button (sgd)

Regional Clerk

R. F. Bean (sgd)

Chairman



Charting our Course



Term of Council

Enabling Priorities

2014 – 2018

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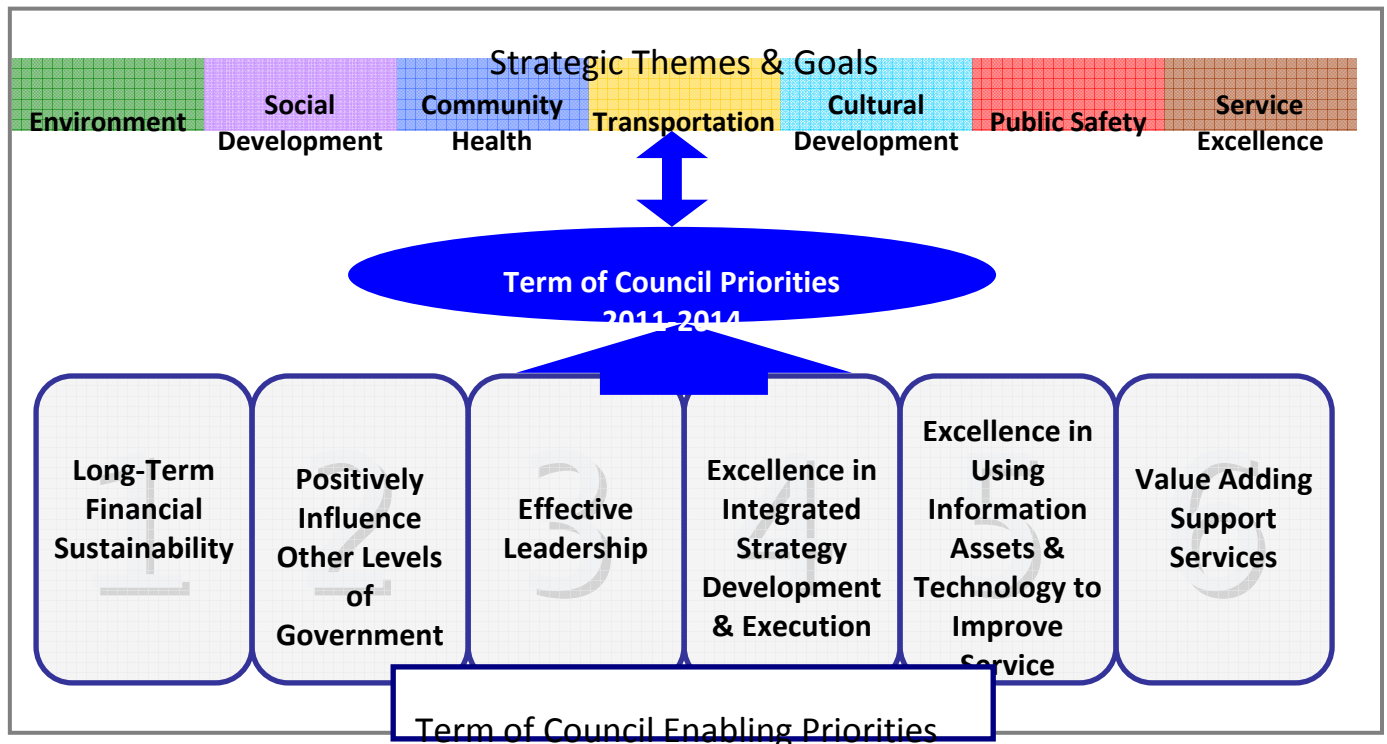
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I. Background

The purpose of this document is to outline the 6 Term of Council Enabling Priorities (ToCEP) for the organization.

The introduction of the Integrated Planning Framework (IPF) has supported improvements in the way we plan, specifically in renewing the organization's Strategic Plan, expanding long term program planning, and establishing Term of Council Priorities. In addition, the development of enabling strategies was initiated revealing a need to improve and integrate how we cohesively manage the strategic agenda for the organization's enabling priorities. (See Appendix I – Corporate Strategy Map).

The sheer number of planned initiatives and competing priorities signalled a need for a stronger and more focused approach from the Executive O Team (EOT) to define and drive the critical enabling priorities needed at this time to achieve organizational excellence. Together with the Term of Council Priorities they focus the organization on doing the right things at the right time to advance desired community outcomes.



The previously developed enabling strategies provide foundational information in the development of the ToCEPs. It is important to recognize that the identified actions and initiatives in the enabling strategies are now replaced with the organizational ToCEPs outlined in this document. These ToCEPs will position the internal services for success as we move into the next Term of Council.

These priorities are the commitment of EMT and will be managed, monitored and measured to ensure ongoing progress.

II. Term of Council Enabling Priorities - Defined

The enabling priorities outlined in this document have been identified to effectively deliver value in the community and to address the key strategic issues facing the organization.

The identified key strategic issues are as follows:

- ▶ Increased need to modernize our services and make progress on our digital strategy
- ▶ Ongoing change in our external environment requiring nimbleness to adapt and evolve
- ▶ Complex community problems requiring evidence-based and collaborative policy development
- ▶ Increased expectations from Council, the public and other stakeholders to measure and report on performance
- ▶ Continued need for integrated planning processes and excellence in strategy development and execution
- ▶ Senior leaders who are accountable for the success of the entire organization
- ▶ Continued focus on financial sustainability
- ▶ Increased need for proactive and strategic workforce planning



Long-Term Financial Sustainability



What it Means:

Long Term Financial Sustainability will be enabled through the implementation of [The Long Term Financial Planning Strategy](#). It provides Regional Council with a tool to support decision making about policies, services and other significant matters to help the Region of Peel stay financially healthy. Council will receive better long-term financial information when considering significant policy decisions that have an impact on delivery of services. It ensures that factors such as tax/utility rate impact to the resident, debt and reserve levels, and value for money are considered when making these decisions. In addition, there is an increased focus on the impact of capital investments on operational resources.

Accountable: The Chief Financial Officer (CFO) & Commissioner of Corporate Services

Desired Outcome:

To ensure long-term financial sustainability of Regional services and continuation of the Region's high quality credit rating.

Approach to include:

- ☒ Ensure financial sustainability of the Region of Peel's services and infrastructure.
- ☒ Minimize the Region of Peel's financial vulnerability to external funding sources.
- ☒ Manage the Region of Peel's overall financial flexibility.

Impact:

The Long-Term Financial Planning Strategy has been developed and is currently in implementation. This was previously a Term of Council Priority which will now be managed and monitored as a ToCEP.

2

Positively Influence Other Levels of Government**What it means:**

Through the work of the Inter-Governmental Relations Advisory Committee of Council, Peel positions are identified and strategically promoted by Council members through various avenues. During the 2011 Strategic Plan refresh, influencing other levels of government was identified as a Term of Council Priority and work has been ongoing in leveraging different venues to promote Peel positions.

Accountable: Director, Executive Office

Desired Outcome:

Provincial or Federal action that positively impacts a Regional Council endorsed advocacy position.

Approach to include:

- ☒ Develop and execute position documents / strategies for advocating on Peel's behalf. (e.g., Provincial Election Strategy, influence on Federal / Provincial budgets, etc.)
- ☒ Prepare Council members for attendance at key board meetings and conferences. (AMO, FCM, ROMA/OGRA, etc.)

Impact:

There is no change to the current work underway to achieve this priority. This was previously a Term of Council Priority which will now be managed and monitored as a ToCEP.

3 Effective Leadership



What it Means:

Effective leadership is foundational to organizational success. At Peel, BEST survey results reveal employee concerns regarding leadership behaviors and how corporate vision and priorities are communicated. At the same time, it is recognized that organizational success in the future will increasingly require senior leaders (Commissioners and Directors) who are accountable not only to their program areas, but for delivering on the strategic goals of the organization as a whole.

Accountable: The Chief Administrative Officer (CAO)

Desired Outcomes:

1. Leaders who emulate the Regional Values.
2. Senior leaders (CAO, Commissioners and Directors) who are accountable for the Region's success as a whole as well as their own operation's success.

Approach to include:

- ☒ Develop and implement a strategy to evolve the role of EMT and Directors.
- ☒ Renewal of the Regional Values.

Impact:

As this is a new area of focus, further thinking and discussion is required to fully flesh out the approach for executing on this priority.



Excellence in Integrated Strategy Development & Execution



What it Means:

Beyond delivering high quality, client-focused services on a day-to-day basis, continued success as an organization requires stronger capabilities in developing and executing integrated strategies at the corporate, departmental and divisional levels.

Effective strategy development starts with the ability to proactively identify and understand the implications of trends and changes in:

- ▶ Legislative and policy from higher orders of government
- ▶ Local municipalities' needs and expectations
- ▶ Needs and expectations of Peel citizens' and businesses
- ▶ Environmental, demographic, fiscal and other trends
- ▶ The amount of political and/or reputational capital we have with citizens, businesses, other levels of government and other key stakeholders

Effective strategy development also requires an integrated and cost effective planning process and cycle that strengthens how we:

- ▶ Assess and evolve our role in response to changes in our environment
- ▶ Identify and prioritize risk
- ▶ Engage the support services in the strategic and program planning processes in an integrated (not siloed) way
- ▶ Set priorities and manage innovation
- ▶ Establish measurable and time limited outcomes and targets
- ▶ Select performance measures

Effective strategy execution starts with a good strategy. Effective strategy execution also requires a supportive culture, properly aligned resources, competency in portfolio management including clear project governance and competency in project management. Strategy execution also requires strategic, resilient leaders who set and communicate clear direction and who effectively manage change. Finally, strategy execution requires an enhanced ability to proactively identify the skills required for the future and the capability to make the necessary shifts as required.

Accountable: The CFO & Commissioner of Corporate Services

Desired Outcomes:

1. Integrated, prioritized, strategies at the corporate, departmental and divisional levels that drive work.
2. Project investments tightly aligned to strategic goals.
3. Employees with the skills to achieve our strategic goals.

Approach to include:

- ☒ Develop an integrated environmental scan / strategic issues monitoring and management process.
- ☒ Evolve the Integrated Planning Framework.
- ☒ Measuring and monitoring programs at corporate, departmental and/or divisional levels.
- ☒ Implement portfolio management and project governance (for all projects, not just IT projects) in corporate space, for corporate strategy.
- ☒ Implement strategic workforce planning.

Note: Execution responsibilities lie with all Commissioners to ensure that the planning cycle and process are followed and that strategies are in place at departmental and/or divisional levels with measurable outcomes and appropriate measures.

Impact:

Nine actions within three service area enabling strategies support the achievement of this outcome, along with four initiatives that are happening corporately in the absence of a strategy. (See appendix II for details)

Impacted enabling strategies:

- ▶ Communications Enabling Strategy
- ▶ Information Technology Enabling Strategy
- ▶ Workforce Planning Enabling Strategy

Impacted existing corporate initiatives:

- ▶ Integrated Risk Management
- ▶ Project Portfolio Management

- ▶ Integrated Planning Framework
- ▶ Integrated Planning Technology Solution Implementation

Identified actions within the enabling strategies to be re-organized and refined into a cohesive strategy to achieve the desired outcomes (without stopping progress on the actions as this happens).

5

Excellence in Using Information Assets & Technology to Improve Services**What it Means:**

Delivering citizen focused services starts with having a solid understanding of our clients – who they are, their needs and expectations and their satisfaction with our services. Delivering citizen focused service also requires us to understand if our services result in the desired outcomes and if not, changing or stopping services that are not effective.

In today's technological world, providing client-focused service also requires us to leverage digital technology and to build expertise in deploying effective websites, mobile technology, social media and e-commerce. Our services need to be delivered through multiple channels and be accessible to clients outside of traditional office hours.

Accountable: The Commissioner of Service Innovation, Information and Technology

Desired Outcomes:

1. Straight forward and convenient [informational and transactional] digital services.
2. Increased number of customers who use digital services.
3. Service decisions are based on accurate and timely management information.

Approach to include:

- ☒ Develop and implement digital strategy.
- ☒ Enhance capability to acquire, use and analyse customer information and data.

Impact:

Twelve actions within four enabling strategies support the achievement of these outcomes.

Impacted enabling strategies:

- ▶ Client & Customer Service Enabling Strategy
- ▶ Communications Enabling Strategy
- ▶ Information Management Enabling Strategy
- ▶ Information Technology Enabling Strategy

Identified actions within the enabling strategies are to be pulled together into a cohesive strategy to achieve the desired outcomes.

6

Value Adding Support Services

**What it Means:**

The organization requires high quality support services to achieve its strategic goals and deliver cost effective services in the community.

EMT is committed to positioning internal services for success, focusing immediately on Information Technology, Information Management and Real Estate.

Accountable: The CFO & Commissioner of Corporate Services and Commissioner of Service Innovation, Information and Technology

Desired Outcomes

1. Clear and documented mandates and authorities are in place for IT, IM and Real Estate.
2. Corporate strategies, standards and/or policies are in place for IT, IM, Real Estate.
3. Corporate strategies, standards and/or policies for IT, IM and Real Estate are respected by all program areas.
4. IT, IM, Real Estate deliver transactional and professional / technical services and solutions that meet client expectations related to cost, quality and timeliness.
5. IT, IM, and Real Estate provide proactive, strategic advice that assists clients to solve complex problems and achieve strategic objectives.

Approach to include

- ☑ Put in place decision making authorities.
- ☑ Strengthen stewardship role and challenge function.
- ☑ Fill gaps in corporate strategies, architectures, standards and/or policies as required.
- ☑ Implement a service delivery model across IT/IM operations, RPAM and the support divisions in the departments.
- ☑ Implement Performance Management Framework.
- ☑ Optimize technology and core processes.
- ☑ Strengthen corporate support services capacity to deliver proactive, strategic advice and support.

Work to advance this priority will be managed as Business Transformation Initiatives. This approach will merge the existing work in Information Technology (IT) and Information Management (IM) into a single Support Service Transformation Initiative. The business transformation work underway with Real Estate will continue and be expedited. These Support Services Transformation Initiatives will follow the framework and approach laid out by the CREVA Group in their final report to EMT dated September 16, 2013.

Impacts:

The approach as described above requires several actions within the enabling strategies to be re-organized into implementation plans for the Support Services Transformation Initiatives. Twenty-seven actions within 4 enabling strategies are affected.

Impacted enabling strategies:

- ▶ Information Management Enabling Strategy
- ▶ Information Technology Enabling Strategy
- ▶ Long-Term Financial Plan
- ▶ Real Property Services Enabling Strategy

7

Additional Implications of Priorities

Through these priorities, EMT is seeking to focus the organization on a manageable number of corporate-wide enabling priorities. In strategically selecting these priorities EMT has chosen not to invest at this time, in improving performance at a corporate level, in the following areas:

- ▶ Corporate-wide public engagement / citizen engagement strategies
- ▶ Project management
- ▶ Change management
- ▶ Process management
- ▶ Corporate sustainability

Implementation of the Procurement Enabling Strategy will continue, recognizing that prioritization of the strategy is required.

In addition, the Human Resource Review will continue as planned.

Information on remaining enabling strategy actions not aligned to a specific Term of Council Enabling Priority is included in Appendix II.

III. Priorities Implementation and Monitoring

Implementation of the priorities will be guided by the identified accountable EMT member. Each Term of Council Enabling Priority will require further review to validate and clarify the approach, proposed actions and activities that will be undertaken as well as identify measures and targets for monitoring the achievement of the outcomes.

Additionally, Directors responsible for developing and executing on the priorities will be confirmed. As these priorities will now supersede priorities outlined in the enabling strategies, impacted divisional business plans should be reviewed and revised as appropriate.

Progress reporting will be completed through the existing Term of Council EMT review process held semi-annually.

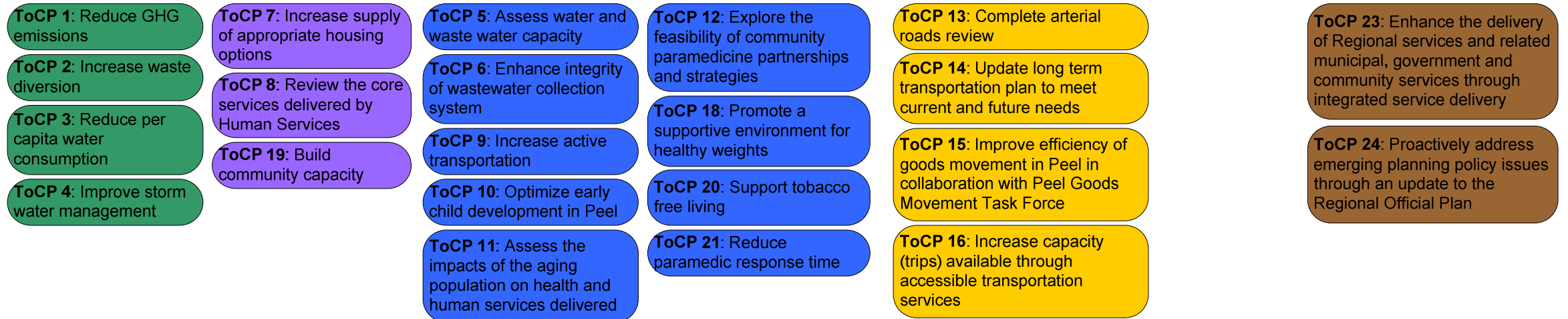
Corporate Strategy Map

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

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

Strategic Themes

Environment	Social Development	Community Health	Transportation	Cultural Development	Public Safety	Service Excellence
Goal 1: Protect, enhance and restore the environment	Goal 2: Build a community that is stable, responsive and adaptable	Goal 3: Maintain and improve the health of Peel's community	Goal 4: Support and influence sustainable transportation systems	Goal 5: Build a cohesive Peel community	Goal 6: Ensure a safe Peel community	Goal 7: Strive for continued excellence as a municipal government



ToCEP 1	ToCEP 2	ToCEP 3	ToCEP 4	ToCEP 5	ToCEP 6
Long Term Financial Sustainability	Positively Influence Other Levels of Government	Effective Leadership	Excellence in Integrated Strategy Development & Execution	Excellence in Using Information Assets & Technology to Improve Services	Value Adding Support Services

Our Service Commitment: Respond promptly. Make a sincere effort to help. Provide easy access to our programs and services. Be respectful. Communicate clearly. Keep our commitments.

Regional Values: Supportive and Respectful Environment. Teamwork. Effective Communication. Integrity. Quality Service.

Term of Council Enabling Priority Alignment to Enabling Strategies

The following demonstrates the alignment of identified actions within the enabling strategies developed in the spring of 2013 to the Term of Council Enabling Priorities. These actions will be considered as **possible** activities in the execution of the Enabling Priorities.

Enabling Priority #1: Long-Term Financial Sustainability

Enabling Strategy	Action	Comments
Long Term Financial Planning Strategy	1.1 Implement strategies to achieve reasonable and responsible tax and utility rates	Strategy currently being implemented
	1.2 Ensure the Capital Plan is sustainable	
	1.3 Maintain existing assets to protect service delivery	
	1.4 Deliver value for money through innovation and continuous improvement	
	2.1 Ensure users pay where appropriate	
	2.2 Collaborate with area municipalities to support economic viability of the community	
	2.3 Manage investments in accordance with the Municipal Act and the Region's investment policy	
	3.1 Mitigate significant fluctuations in tax and utility rates	
	3.2 Borrow only for substantial long-term assets at affordable levels	

Enabling Priority #2: Positively Influence Other Levels of Government

There is no aligned enabling strategy developed for this work.

Enabling Priority #3: Effective Leadership

There is no aligned enabling strategy developed for this work.

Enabling Priority #4: Excellence in Integrated Strategy Development & Execution

Enabling Strategy	Action	Comments
Communications	1.1 Implement an Issues Management Process that is coordinated with and informed by the Region's Public Policy efforts	Status is currently considered complete, but more work is needed to ensure the existing process is working and adding value.
Information Technology	1.1 Develop IT [project] governance framework	Yes, but resolve project governance overall, not just IT projects.
	2.1 Develop Technology Plans for each department and integrate into overall IT planning	Yes, but needs to be integrated into IPF.
Workforce Planning	1.1 Implement the full HRMS system within PeopleSoft	
	1.2 Acquire business intelligence system	
	1.3 Establish a risk-based reporting process for management that synthesizes key HR data and performance indicators	
	1.4 Establish a process that identifies and analyses industry trends and external issues and impacts of the economy, regulation and other relevant factors	Yes, but should be integrated into broader issue mgmt. process
	2.1 Create a collaborative process the identifies 1) workforce characteristics that will be required to achieve strategic and operational goals 2) risks that exist that exist which are likely to have an impact on achieving those goals	Yes, but start with programs with biggest need / risk
	2.2 Create an integrated planning process that sets out agreed upon initiatives that address workforce risks...	Yes, but needs to be integrated into IPF.

Enabling Priority #5: Excellence in Using Information Assets & Technology to Improve Services

Enabling Strategy	Action	Comments
Client and Customer Service	1.1 Implement phase 1 of CSI - with a focus on telephone channel	
	1.2 Develop and implement Digital Strategy (Internet, Social Media, Mobile)	
	1.3 Develop and implement a client segmentation and self-service strategy	
	1.4 Enhance inter-jurisdictional service delivery through 311 and other partnerships	
	2.1 Create and implement a customer experience framework including a customer experience measurement strategy	
	2.2 Participate in the development of a business intelligence roadmap for customer service in collaboration with CMARR	
Communications	2.1 Develop a digital strategy for Communications and Service Delivery which includes the internet, social media and mobile	This is the same as action 1.2 in Client and Customer service strategy. Only need one action.
Information Management	3.1 Develop a business intelligence roadmap	Focus first on providing management information for service decisions.
	3.3 Data warehouse	Focus first on customer service data
	3.4 Implement CMARR recommendations	Yes, but drop CMARR language using BI instead. Also, focus BI initially on intelligence related to customer service.
	5.1 Enhance information services	Should be done as part of digital strategy
Information Technology	1.7 Implement Foundational Strategies	Use PPM to prioritize based on client needs and preferences / risk.

It is recommended that the rest of the actions in the Information Management Strategy be put on hold and not initiated until the priority work is completed.¹

Enabling Strategy	Actions
Information Management	1.3 Integrate Information Management into ongoing operational practices
	1.4 Increase staff competency in Information Management principles
	4.1 Define business requirements for toolset to support the Enterprise IM Enabling Strategy (this includes the identification of technical solutions)
	4.2. Streamline collection of information
	4.3. Increase percentage of managed information
	4.4. Operationalize retention processes
	5.3. Develop and implement collaboration strategies
	5.4. Develop and implement an Open Data strategy

Enabling Priority #6: Value Adding Support Services

Enabling Strategy	Action	Comments
Information Management	1.1 Establish and implement IM governance	
	1.2 Implement processes to increase adoption	
	2.1 Develop and implement information quality standards	
	2.2 Advocate for quality information	Goes with 2.1
	3.2 Develop information architecture	
	6.1 Develop and implement information security governance	
	6.2 Develop and implement guidelines for sensitive data	
Information Technology	1.2 Establish CIO	As per recent EMT discussions, not KPMG report.
	1.3 Identify accountabilities between IT and IM in areas of information architecture, business intelligence and information security	
	1.4 Implement IT Standards and Architecture Committee	Committee may not be best solution to solve problem
	1.5 Develop IT Standards	

¹ Except for action 5.2 leverage existing technology (aka EIM) which is operational and should be happening outside of this strategy

Enabling Strategy	Action	Comments
	1.6 Develop IT Current and Target Architecture	
	1.8 Develop an application framework to guide decision-making for when to use ERP and best-of-breed solutions	
	2.1 Develop Technology Plans for each Department and integrate into IT overall planning, including the Technology Roadmap	
	2.2 Enable project portfolio management by conducting IT capacity assessment, staffing IT according to the requirements and augmenting IT capacity through external sources	Also supports strategy execution.
	2.3 Transition from current IT service delivery model (BRIDGE 2.0) to a new model ensuring proper change management	
	2.4 Develop and implement an IT performance framework (version 2)	
Long-Term Financial Plan	1.2 Ensure the Capital Plan is sustainable	
	1.3 Maintain existing assets	
Real Property Services	1.1 Initiate business transformation initiative	
	1.2 Create hybrid service delivery model	
	1.3 Create real estate shared services model	
	1.4 Create a "challenge" function	
	1.5 Make better use of technology	
	1.6 Improve governance	
	1.7 Implement a performance management framework	
	1.8 Optimize core processes	

Remaining enabling strategy actions not addressed through Term of Council Enabling Priorities.

Strategy	Action	Comments
Communications	1.2 Evolve the Common Purpose to become the uniting force for the organization	Do not proceed and instead imbed employee engagement, client

Strategy	Action	Comments
		satisfaction and trust and confidence into values.
	2.2 Develop a media asset management plan	Operational, should proceed outside of this strategy.
	2.3 Develop an approach to citizen research	Do not proceed, not a priority at this time
	2.4 Develop and implement a public engagement strategy and capabilities that offer the most appropriate and effective tools and processes to gain public input and understanding of issues facing the Region of Peel	Do not proceed, not a priority at this time
	3.1 Develop a framework for a transparent organization with all programs so that information is readily available and accessible to the public	Do not proceed, not a priority at this time
	3.2 Improve access to information through leveraging technology and open data strategies	Do not proceed, not a priority at this time
Energy and Environmental Sustainability	1.1 Create and maintain a GHG inventory for the Regional Corporation	Baseline inventory completed. Now operational.
	1.2 Develop and implement Energy Conservation Demand Management Plans (ECDMP)	Underway. Plans are required by regulation.
	1.3 Investigate opportunities to collaborate with business, industry and the community to develop innovative approaches to energy sustainability	Defer.
	1.4 Develop and implement education and outreach plans that will support the achievement of the Goals of this strategy	
	2.1 Develop and implement procurement plans and practices for electricity, natural gas and liquid fuels that reduce exposure to volatile energy prices, achieve manageable energy costs while increasing the opportunity to purchase from renewable sources	Has become operational.
	2.2 Report on energy procurements	Has become operational.

Strategy	Action	Comments
	including costs, environmental impacts and the use of energy from renewable resources	
	2.3 Provide an annual green procurement option report with reference to Ontario's supply mix and energy from renewable sources	Has become operational.
	3.1 Regularly monitor, review and report on legislative and regulatory changes as they affect the Region of Peel	Has become operational.
	3.2 Develop advocacy positions where appropriate to seek change that is consistent with the Region's strategic goals and objectives	Has become operational.
	3.3 Implement appropriate policies, procedures and practices that will achieve compliance	Achieved through creation of ECDMPs
Procurement	All	Proceed, but not as part of this strategy. Choose 2-3 priorities to start with
Workforce Planning	2.3 Establish service level agreements and key performance indicators	Operational.
HR Review		Proceed as planned
Asset Management Strategy		This strategy is not yet complete so it was not included in this analysis.



Commonly Used Acronyms

A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z

Term	Definition
------	------------

A

AAC	Accessibility Advisory Committee
ABC	Activity Based Costing
ABCD	Agencies, Boards, Commissions, Departments and Schools
ACD	Automated Call Distributors
ACE	Achieving Communication Excellence
ACP	Advanced Care Paramedic
ACP (P2)	Advanced Care Paramedic (upgraded skill level)
ACSD	Assistance for Children with Severe Disabilities
ACSS	Accessible Customer Service Standards
ACT	Achieving Change Together
AD&D	Accidental Death & Dismemberment
ADL	Activities of Daily Living
ADM	Assistant Deputy Minister
ADMIN O/P	Administrative Overpayment
ADO	Accessibility Directorate of Ontario
ADP	Adult Day Program
AECEO	Association of Early Childhood Educators Ontario
AEP	Assisted Employment Placement
AGCO	Alcohol and Gaming Commission of Ontario
AHOP	Affordable Home Ownership Program (also known as 'Home in Peel')
AIDS	Acquired Immune Deficiency Syndrome
AIMS	Asset Infrastructure Management System
AIR	Annual Information Return



alPHa	Association of Local Public Health Agencies
ALS	Advanced Life Support
AMAPCEO	Association of Management, Administrative and Professional Crown Employees of Ontario
AMCTO	Association of Municipal Managers, Clerks and Treasurers of Ontario
AMERC	AMAPCEO Ministry Employee Relations Committee
AMES	Association of Municipal Employment Services
AMO	Association of Municipalities of Ontario
AMOH	Associate Medical Officer of Health
AMR	Automatic Meter Reading
AOB	Assignment of Benefits
AODA	<i>Accessibility for Ontarians with Disabilities Act (2005)</i>
AP	Accessibility Planning Program
APHEO	Association of Public Health Epidemiologists in Ontario
ARC	Audit and Risk Committee
ARES	Amateur Radio Emergency Services
ARRASC	Arterial Roads Review Ad Hoc Steering Committee
APEX	Awards for Publication Excellence
ARWIS	Advanced Road Weather Information System
ASAP	Automating Social Assistance Project
ASI	OW in Peel Addiction Service Initiative
ASIS	American Society of Industrial Security
ATCO	Accessible Transportation Coordination Office
AT	Accessible Transportation (TransHelp)
AV	Audio Visual
AVA	Association for Volunteer Administration

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B

BATS	Boundary Area Transportation Study
BCA	Building Code Assessment
BCH	Brampton Civic Hospital



BCP	Business Continuity Plan
BEST	Building Employee Satisfaction Together
BHC	Building Healthy Communities
BIA	Business Improvement Area
BILD	Building Industry and Land Development Association
BIS	Business and Information Services
BLS	Basic Life Support
BOT	Board of Trade
BRT	Bus Rapid Transit
BSS	Building Selection Sheet
BTP	Business Transformation Project
BU	Benefit Unit
BUMF	Business Unit Managers Forum

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C

CA	Case Aid
CA	Conservation Authority
CAC	Commissioner's Advisory Committee
CACC	Central Ambulance Communications Centre
CAD	Computer Aided Dispatch
CAE	Canada Award for Excellence
CAFE	Computer Access From Everywhere
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAMH	Centre for Addiction and Mental Health
CAO	Chief Administrative Officer
CAP	Canada Assistance Plan
CAS	Children's Aid Society
CASA	Child Abuse and Sexual Assault
CAT	Clerical and Administrative Training
CATS	Caledon Transportation Needs Study



CAVR	Canadian Administrators of Volunteer Resources
CBRN	Chemical, Biological, Radiological and Nuclear
CBS	Centralized Booking System
CCAC	Community Care Access Centre
CCAR	Cumulative Cheque Activity Report
CCC	Customer Contact Centre
C.C.C.	Criminal Code of Canada
CCCF	Citizen/Client/Customer Focus
CCDRS	Cordon Count Data Reversal System
CCHSA	Canadian Council on Health Services Accreditation
CCHS	Canadian Community Health Survey
CCO	Cancer Care Ontario
CCSD	Canadian Council of Social Development
CCTB	Canada Child Tax Benefit
CCTV	Closed Circuit Television
CCU	Client Contact Unit
CDC	Centres for Disease Control
CDIP	Chronic Disease and Injury Prevention
CDMS	Commissioners, Directors, Managers and Supervisors
CDRCP	Child Development Resource Connection Peel
CDSA	<i>Controlled Drugs and Substance Act</i>
CE	Corporate Energy
CEA	Class Environmental Assessment
CEMC	Community Emergency Management Coordinator
CEO	Chief Executive Officer (Regional Chair)
CES	Canadian Evaluation Society
CFI	Cost Factor Increase
CFO	Chief Financial Officer
CFS	Centre of Forensic Sciences
CFSA	<i>Child and Family Services Act</i>
CH	Conservation Halton



CHC	Community Health Centre
CHF	Co-op Housing Federation
CHRA	Canadian Housing and Renewal Association
CHRC	Canadian Human Rights Code
CHST	Canada Health and Federal Social Transfer
CI	Critical Infrastructure
CIA	Continuous Improvement Award
CIC	Community Investment Committee (Formerly Grants Ad hoc Committee)
CIHI	Canadian Institute for Health Information
CIMS	Common Information Management System
CIP	Canada's Immigrant Population
CIS	Client Information System
CIUR	Client Information Update Report
CIMS	Comprehensive Income Management System
CMG	Chief's Management Group (Peel Regional Police)
CMHA	Canadian Mental Health Association
CMHC	Canada Mortgage and Housing Corporation
CMI	Case Mix Index
CMM	Case Mix Measure
CMOH	Chief Medical Officer of Health
CMRT	Corporate Management Resource Team
CMSM	Consolidated Municipal Service Manager
CMT	Corporate Management Team
CNIB	Canadian National Institute for the Blind
CNO	Collections and Negotiations Officer
CNR	Canadian National Railway
CO-OP	Cooperative Housing
COR	Child Observation Record
COR	Committee of Revision
COVO	Coalition of Ontario Voluntary Organizations



CP	Command Post
CPC	Canadian Police College
CPEG	Common Police Environment Group
CPHA	Canadian Public Health Association
CPIC	Canadian Police Information Centre
CPM	Corporate Performance Measurement
CPMM	Corporate Project Management Methodology
CPMI	Corporate Project Management Initiative
CPP	Canada Pension Plan
CPR	Canadian Pacific Railway
CPRS	Canadian Public Relations Society
CPTED	Crime Prevention Through Environmental Design
CPTPD	Crime Prevention Through Physical Design
CRA	Canada Revenue Agency
CRC	Community Recycling Centre
CRHP	Community Rental Housing Program
CRPD	Convention on the Rights of Persons with Disabilities
CRM	Councillors Reference Manual
CRR	Council Report Review
CS	Corporate Services
CS	Children's Services
CSA	Customer Service Area
CSDS	Communal Sewage Disposal System
CSDS	Community Social Data Strategy
CSEB	Canadian Society for Epidemiology and Biostatistics
CSI	Customer Service Integration
CSIF	Canada Strategic Infrastructure Fund
CSLD	Children's Services Leadership Team
CSLS	Caledon Sanitary Landfill Site
CSUMB	Community Start-Up and Maintenance Benefit
CTS	Computer and Telecommunications Services
CUPE	Canadian Union of Public Employees



CUTA	Canadian Urban Transit Association
CVA	Current Value Assessment
CVC	Credit Valley Conservation
CVCA	Credit Valley Conservation Authority
CVI	Canadian Volunteerism Initiative
CVP	Consolidated Verification Process
CWD	Compressed Work Day
CWHPIN	Central West Health Planning Information Network
CWL	Centralized Waiting List
CWT	Caseworker Technology
CWW	Compressed Work Week

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D

DA	Dependant Adult
DAC	Drug Awareness Coalition
DAE	Diversity, Access and Equity Strategy
DAPS	Development and Policy Steering Committee
DAU	Disability Adjudication Unit
DCA	<i>Development Charges Act</i>
DCs	Development Charges
DDP	Disability Determination Package
DEBT	Debt Issuance Committee
DevCom	Development and Construction
DHCP	Dynamic Host Connectivity Protocol
DLT	Department Leadership Team
DMA	District Meter Areas
DMG	Data Management Group
DMT	Departmental Management Team
DNA	<i>Day Nurseries Act</i>
DOB	Date of Birth
DOOR	Delivering Opportunities for Ontario Renters



DOT	Directly Observed Treatment
DS	Development Services
DR	Demand Response
DSM	Direct Service Manager
DSSAB	Direct Social Services Administration Board
DVERS	Domestic Violence Emergency Response System

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E

EA	Environmental Assessment
EA	Existing Assets (Property)
EAPD	Employability Assistance for People with Disabilities
ECRTNO	Early Childhood Resource Teacher Network Ontario
EDI	Electronic Data Interchange
EDS	Employment Development Specialist
EEHB	Extended Employment Health Benefit
EEM	Enterprise Energy Management
EFA	Existing Facility Assets
EFAP	Employee and Family Assistance Program
EFT	Electronic Funds Transfer
EFTS	Electronic File Transfer Service Site
EFW	Energy from Waste
EHB	Employment Health Benefit
EHS	East of Hurontario Street
EI	Emergency Information
EI	Employment Insurance
EIC	Emergency Information Centre
EII	Energy Innovators Initiative
EIM	Electronic Information Management
EIO	Emergency Information Officer
EJD	Employee Job Data Form
EMCPA	<i>Emergency Management and Civil Protection Act</i>
EMO	Emergency Management Ontario



EMP	Emergency Management Program
EMPC	Emergency Management Program Committee
EMR	Emergency Medical Response
EMS	Emergency Medical Services
EMT	Executive Management Team
EMU	Emergency Management Unit (Provincial Ministry)
EO	Elected Official
EOC	Emergency Operations Centre
EOE	Elected Official Enquiry
EP	Employment Placement
EPI	Employment Placement with Incentive
EPP	Eviction Prevention Program
EPS	Enterprise Programs and Services
ERC	Employment Resource Centre
ERP	Early Resolution Program
ERS	Employment Readiness Scale
ERT	Emergency Response Team
ERU	Emergency Response Unit
ERU	Eligibility Review Unit
ES	Employment Services
ESD	Electronic Service Delivery
ESM	Emergency Site Manager
ESUB	Employment and Training Start-Up Benefit
ETIR	Employment and Training Income Report
EVF	Employment Verification Form

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F

FAS	Financial Assistance & Support
FAM	Facilities Asset Management
FAST	Fixed Automated Spray Technology
FAQ	Frequently Asked Questions



FBA	<i>Family Benefit Act</i>
FCM	Federation of Canadian Municipalities
FDA	Financially Dependant Adult
FEFA	Front-End Financing Agreements
FF	Families First
FHG	Family Health Group
FHT	Family Health Team
FIA	Financially Independent Adult
FIPPA	<i>Freedom of Information and Protection of Privacy Act</i>
FMIS	Financial Management Information System
FOI	Freedom of Information
F/P/T	Federal/Provincial/Territorial
FRO	Family Responsibility Office
FRPO	Fair Rental Policy Organization
FSC	Fire Safety Coordinator
FSR	Financial Support Representative
FSU	Family Support Unit
FSU	Financial Support Unit
FTE	Full-time Equivalent
FTEB	Full-Time Employment Benefit
FYI	For Your Information

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G

GAINS	Guaranteed Annual Income Supplement
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GIS	Guaranteed Income Supplement
GMC	Growth Management Committee
GONet	Government of Ontario Network
GO Transit	A division of Metrolinx and the Regional public transit service for the Greater Toronto and Hamilton Area



GPF	General Protection Fault
GPS	Global Positioning System
GRC	Government Relations Committee
GSSC	Greenlands Securement Subcommittee
GTA	Greater Toronto Area
GTAA	Greater Toronto Airports Authority
GTA-AAC	Greater Toronto Area Agricultural Action Committee
GTHA	Greater Toronto and Hamilton Area
GTMA	Greater Toronto Marketing Alliance
GTHBA-UDI	Greater Toronto Home Builders' Association-Urban Development Institute
GTTA	Greater Toronto Transit Authority
GWL	Great West Life

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H

HA	Housing Allowance
HBHC	Healthy Babies Healthy Children
HC	Health Card
H.E.A.T	High Enforcement Action Team
HELPS	Health Planning System
HLT	Health Leadership Team
HHCC	Headwaters Health Care Centre
HHW	Household Hazardous Waste
HI	Housing Initiatives
HIAD	Housing Initiatives and Development
HIFIS	Homeless Individuals and Families Information System
HILs	Household Income Limits
HIRA	Hazard Identification Risk Assessment
HIS	Housing Initiative Selection
HIV	Human Immunodeficiency Virus
HLT	Health Leadership Team
HOAP	Housing Options for Older Adults in Peel (formerly known as Peel Advisory Working Group on Older Adults Housing (PAWGOAH))



HOMS	Housing Operations and Management Services
HP	Housing Providers
HPBATS	Halton Peel Boundary Area Transportation Study
HPPA	<i>Health Protection and Promotion Act</i>
HR	Human Resources
HRDC	Human Resources Development Canada
HRMS	Human Resources Management System
HRSDC	Human Resources Skills Development Canada
HS	Human Services
HSCA	<i>Homes for Special Care Act</i>
HSIC	Health System Integration Committee
HSLT	Human Services Leadership Team
HST	Harmonized Sales Tax
HTA	<i>Highway Traffic Act</i>
HV	Home Visit
HVAC	Heating, Ventilation, and Air Conditioning

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I	
IA	Internal Audit
IABC	International Association of Business Communicators
IAH	Investment in Affordable Housing for Ontario
IBS	Integrated Business Support
ICES	Institute for Clinical Evaluative Sciences
ICR	Internal Charges and Recoveries
ICI	Institutional, Commercial and Industrial
IDPD	International Day of Persons with Disabilities
IHSP	Integrated Health Services Plan
IIR	Initial Information Report
ILO	International Labour Organization
ILT	Instructor Led Training
IMET	Integrated Municipal Enforcement Team



IMS	Incident Management System
IMS	Information Management System
IPA	Initial Participation Agreement
IPAC	Interim Period Approvals Committee
IPC	Information and Privacy Commission
IPF	Integrated Planning Framework
IPFS	Integrated Planning and Financial System
IPHIS	Integrated Public Information System
IR	Internal Review
IRC	Inactive Record Centre
IRS	Income Reporting Statement
ISA	Information Sharing Agreement
ISB	Information Systems Branch
ISCIS	Integrated Services for Children Information System
ISF	Infrastructure Stimulus Fund
ISP	Income Support Protocol
ISTS	Information, Systems and Technology Services
ISU	Intake Screening Unit
IT	Information Technology
ITT	Intake Tracking Tool
ITIL	Information Technology Infrastructure Library
IVR	Interactive Voice Response
IWMF	Integrated Waste Management Facility
IWS	Indian Welfare Services

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J

JEPP	Joint Emergency Preparedness Projects
JHSC	Joint Health and Safety Committee
JUF	Joint Use Facility

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K

KPI Key Performance Indicators

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L

LAC Living Arts Centre
LAN Local Area Network
LBPIA Lester B. Pearson International Airport
LBS Local Business Support
LEAP Learning Earning And Parenting
L.E.D. Light Emitting Diodes
LEED Leadership in Energy and Environmental Design
LEIP Law Enforcement Information Portal
LHINs Local Health Integration Networks
LI Local Interpreter
LIM Local Implementation Manager
LINC Language Instruction for Newcomers to Canada
LION Learning in Our Neighbourhood
LLA *Liquor License Act*
LMR Last Month's Rent/Membership
LRTP Long Range Transportation Planning
LSS Local System Support
LTB Landlord & Tenant Board
LTC Long Term Care
LTC Local Training Contact
LTCHA *Long Term Care Homes Act*
LTD Long Term Disability
LTWMS Long Term Waste Resource Management Strategy
LWP Living With Parents
LUMCO Large Urban Mayors Caucus

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M

MAP	Master Accommodation Plan
MAR	Monthly Activity Report
MARCO	Mayors and Regional Chairs of Ontario
MAS	Maintenance Administrative Support
MATT	Monitoring and Tracking Tool
MC	Media Centre
MCC	Mississauga Community Connections
MCG	Municipal Control Group
MCL	Master Contract Listing
MCPA	Mississauga Crime Prevention Association
MCSS	Ministry of Community and Social Services
MCYS	Ministry of Children and Youth Services
MECA	Managing Enforcement with Computerized Automation
MEOC	Municipal Emergency Operations Centre
MERC	Ministry Employee Relations Committee
MFD	Multi-Functional Device
MFIPPA	<i>Municipal Freedom of Information and Protection of Privacy Act</i>
MFT	Miscellaneous Financial Transaction
MHPS	Ministry of Health Promotion and Sport
MHPG	Mandatory Health Programs and Services
MIAG	Multicultural Inter-Agency Group
ML/D	Million litres per day
MMAH	Ministry of Municipal Affairs and Housing
MNP	Municipal Non-Profit (Housing)
MNR	Ministry of Natural Resources
MOE	Ministry of the Environment
MOH	Medical Officer of Health
MOHLTC	Ministry of Health and Long-Term Care
MOU	Memorandum of Understanding
MP	Member of Parliament



MPAC	Municipal Property Assessment Corporation
MPIQ	Mandatory Program Indicator Questionnaire
MPM	Municipal Program Manager
MPMP	Municipal Performance Measurement Program
MPP	Member of Provincial Parliament
MRF	Material Recovery Facility
MRG	Municipal Reference Group
MSN	Mandatory Special Necessities
MTCU	Ministry of Training, Colleges and Universities
MTO	Ministry of Transportation of Ontario
MTR	Marginal Tax Rate
MV	Malton Village
MVA	Motor Vehicle Accident

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N

NACRS	National Ambulatory Care Reporting System
NCB	National Child Benefit
NDS	North of Dundas Street
NEC	Niagara Escarpment Commission
NEP	Niagara Escarpment Plan
NES	National Employment Service
NFC	Neighbourhood Family Connections
NGO	Non-governmental Agency
NHIP	Northern Health Information Partnership
NLSCY	National Longitudinal Survey of Children and Youth
NOC Code	National Occupation Classification Code
NOCS	North Office Client Services
NOK	Next of Kin
NORA	Numerically Ordered Rank
NOSDA	Northern Ontario Service Deliverers Association



NP	Non-Profit (Housing)
NPHS	National Population Health Survey
NQI	National Quality Institute
NSF	Non-Sufficient Funds

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O

OACP	Ontario Association of Chiefs of Police
OAHP	Ontario Association for Health Protection and Promotion
OAMREA	Ontario Association of Municipal Real Estate Administrators
OANHSS	Ontario Association of Non-Profit Homes and Services for Seniors
OAS	Old Age Security
OCB	Ontario Child Benefit
OCCS	Ontario Child Care Supplement
OCMBP	Ontario Centre for Municipal Best Practices
OCWA	Ontario Clean Water Agency
ODA	<i>Ontario Disability Act (2001)</i>
ODAP	Ontario Drug Awareness Partnership
ODBP	Ontario Drug Benefit Plan
ODSPA	<i>Ontario Disability Support Program Act</i>
ODSP	Ontario Disability Support Program
ODWS	Ontario Drinking Water Standards
OEA	Ontario Expropriation Association
OEEAAB	Other Employment and Employment Assistance Activities Benefit
OGCA	Ontario General Contractors Association
OGRA	Ontario Good Roads Association
OHA	Ontario Hospital Association
OHC	Ontario Housing Corporation
OHIP	Ontario Health Insurance Plan
OHPE	Ontario Health Promotion e-Bulletin
OHRC	Ontario Human Rights Code



OHS	Ontario Health Survey
OMA	Ontario Medical Association
OMB	Ontario Municipal Board
OMBI	Ontario Municipal Benchmarking Initiative
OMERS	Ontario Municipal Employees Retirement System
OMSSA	Ontario Municipal Social Services Association
ONPHA	Ontario Non-Profit Housing Association
ONWAA	Ontario Native Welfare Administrators Association
OP	Official Plan
OPA	Official Plan Amendment
OPAC	Ontario Property Assessment Corporation
OPC	Ontario Police College
OPHA	Ontario Public Health Association
O.P.P.	Ontario Provincial Police
OPPI	Ontario Professional Planners Institute
OPS	Ontario Public Service
OPSEU	Ontario Public Service Employees Union
OPWA	Ontario Public Works Association
ORC	Ontario Roads Coalition
O.Reg.	Ontario Regulation
ORFUS	Overpayment Recovery Follow-up System
ORG	Office of the Registrar General
ORHT	Ontario Rental Housing Tribunal
ORM	Oak Ridges Moraine
ORU	Overpayment Recovery Unit
OSAP	Ontario Student Assistance Program
OSC	On Scene Commander
OSI	Ontario Screening Initiative
OSS	Ontario Seniors Secretariat
OTC	Ontario Traffic Conference
OTM	Ontario Traffic Manual



OTR	Ontario Trauma Registry
OTRU	Ontario Tobacco Research Unit
OW	Ontario Works
OWA	<i>Ontario Works Act</i>
OWB	Ontario Works Branch
OWIP	Ontario Works in Peel
OWT	Ontario Works Technology

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P

P&P	Policy and Procedure
PA	Performance Appraisal
PAARC	Peel Addiction Assessment and Referral Centre
PABS	Peel Automated Budgeting System
PAC	Peel Assessment Centre
PAMA	Peel Art Gallery Museum and Archives
PAN	Peel Aboriginal Network
PAP	Pre-Authorized Payment
PATH	Peel Access to Housing
PATS	Peel Absence Tracking System
PAV-O	Professional Administrators of Volunteer Resources-Ontario
PAAWG	Peel Agricultural Advisory Working Group
PBSU	Program & Business Support Unit
P-CARD	Purchasing Card
PCD	Peel Centre Drive
PCR	Present Condition Report
PCWF	Peel Children's Water Festival
PDC	Peel Data Centre
PDF	Portable Document Format
PEAPN	Peel Elder Abuse Prevention Network
PELSNA	Peel Early Learning Special Needs Agencies
PEOC	Provincial Emergency Operations Centre (EMO)



PEP	Progressive Excellence Program
PFS	Peel Family Shelter
PH	Public Health
PHABIS	Peel and Halton Acquired Brain Injury Services
PHAC	Public Health Agency of Canada
PHAMS	Public Health Activity Management System
PHAN	Peel HIV/AIDS Network
PHC	Peel Housing Corporation
PHERO	Public Health Epidemiology Reports in Ontario
PHIPP	Preventing Homelessness in Peel Program
PHIPPA	<i>Personal Health Information and Protection of Privacy Act</i>
PHIIT	Public Health Information and Information Technology
PHMT	Public Health Management Team
PHN	Public Health Nurse
PHPDB	Provincial Health Planning Database
PHRED	Public Health Research Education and Development
PHU	Public Health Unit
PIA	Pearson International Airport
PIC	Public Information Centre
PID	Project in Difficulty
PIDAC	Provincial Infectious Diseases Advisory Committee
PICEST	Physical Intellectual Emotional Capabilities Environment Social Training
PIPEDA	<i>Personal Information Protection and Electronic Documents Act</i>
PINET	Peel Internet Database
PIR	Pending Items Report
PIRS	Peel Inclusion Resource Services
PIWMF	Peel Integrated Waste Management Facility
PL	Peel Living
PLAGM	Peel Living Annual General Meeting
PLTT	Peel Living Financial Viability and Governance Rev
PMBOK	Project Management Body of Knowledge
PMM	Property Management Managers



PMP	Performance Management Plan
PMFSDR	Provincial Municipal Fiscal and Service Delivery Review
PNA	Personal Needs Allowance
PNP	Private Non-Profit
POP	Problem Oriented Policing
POS	Purchase of Service Agreement
POW	Place of Work
PPG	Partners in Project Green
PPS	Provincial Policy Statement
PPSB	Peel Police Services Board
PREP	Peel Region Emergency Program
PRO	Payments and Revenues Officer
PRP	Peel Regional Police
PRPS	Peel Region Paramedic Services
PSI	Program Standards Integrity
PSL	Peel Senior Link
PSN	Public Sector Network
PSW	Personal Support Worker
PTE	Practice Test Environment
PW	Public Works
PWDO	Public Waste and Recycling Drop Off
PYV	Peel Youth Village
PYVC	Peel Youth Village Council
PYVPN	Peel Youth Violence Prevention Network

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Q

Q&A's	Questions and Answers
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R

R&R	Rights and Responsibilities
R.A.M.	Responsible Alcohol Management



R.A.I.D.	Reduce Abuse in Drugs
RBC	Retroactive Budget Calculation
RBHC	<i>Retail Business Holidays Act</i>
RC	Regional Council
RCB	Regional Council Budget
RCC	Recoveries Control Clerk
RCG	Regional Control Group
RCMP	Royal Canadian Mounted Police
RD	Regional Director
RDIS	Reportable Diseases Information System
REOC	Regional Emergency Operations Centre
R.E.S.	Real Estate Services
RFA	Reason for Applying
RFOM	Requests from Other Municipalities
RFP	Request for Proposals
RFQ	Request for Quotations
RFT	Request for Tenders
RGI	Rent Geared to Income
RIDE	Reduce Impaired Driving Everywhere
RMS	Records Management System
ROE	Record of Employment
ROOF	Rental Opportunity for Ontario Families
ROP	Region of Peel
ROP	Regional Official Plan
ROPA	Regional Official Plan Amendment
ROPEP	Region of Peel Emergency Plan
ROPSU	Regional Official Plan Strategic Update
RPAM	Real Property Asset Management
RPCO	Regional Planning Commissioners of Ontario
RRAP	Residential Rehabilitation Assistance Program
RRFSS	Rapid Risk Factor Surveillance System



RSG	Regional Support Group
RTA	<i>Residential Tenancies Act</i>

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S

SA	Social Assistance
SAMO	Social Assistance and Municipal Operations
SARB	Social Assistance Review Board
SARS	Severe Acute Respiratory Syndrome
SC	Service Canada
SCADA	Supervisory Control and Data Acquisition
S.C.A.T.	Senior Crime Around Toronto Committee
SCHSIP	Social & Community Health Services Implementation Project
SCM	Service Continuity Model
SCPI	Supporting Communities Partnership Initiative
SCR	Selective Catalytic Reduction
SDMT	Service Delivery Model Technology
SDS	South of Dundas Street
Self-EVF	Self-employment Verification Form
SER	Society for Epidemiologic Research
SHA	Social Housing Administrator
SHIP	Supportive Housing in Peel
SHPC	Social Housing Policy Committee
<i>SHRA</i>	<i>Social Housing Reform Act</i>
SHSC	Social Housing Services Corporation
SII	Service Improvement Initiative
SIN	Social Insurance Number
SIS	Support Information Session
SIU	Special Investigations Unit
SIT	Service Improvement Team
SLA	Service Level Agreement



SLE	Service Level Enhancements
SM	Service Manager
SMA	Service Manager Appeals
SMAC	Service Manager Action Committee
SMHN	Service Manager Housing Network
SMIS	Service Management Information System
SN	Special Needs
SNIP	Special Needs Access Point
SOE	State of the Environment
SPB	Special Purpose Bodies
SPCP	Social Planning Council of Peel
SPP	Special Priority Policy
SPSS	Statistical Package for Social Sciences
SPU	Special Payments Unit
SPRING	Service Provider Resource Information Networking Group
SSA	Social Services Administrator
SSBP	Service Strategy Business Plan
SSMP	Servicing and Settlement Master Plan
SSP	Sole Support Parent
STAC	Stakeholder Transition Advisory Committee
STD	Short Term Disability
STEMI	ST Segment Elevation Myocardial Infarction
STI	Sexually Transmitted Infections
SUP	Superintendent
SVG	Scalable Vector Graphics
SWOT	Strengths, Weaknesses, Opportunities & Threats
SWP	Salary and Wage Projections

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T

T&T	Travel and Transportation
TAC	Transportation Association of Canada



TAC	Technical Advisory Committee
TAHEP	Toward Achieving Health Equity Plan
TAR	Tenant Annual Review
TB	Tuberculosis
TCA	Temporary Care Assistance
TDM	Transportation Demand Management
TEU	Tenant Eligibility Update
TH	TransHelp (Accessible Transportation)
THSWP	Transitional Housing and Support Worker Program
TMA's	Transportation Management Associations
TOCO	Term of Council Outcomes
ToCEP	Term of Council Enabling Priority
ToR	Terms of Reference
TP	Transfer of Payments
TP	Tall Pines
TPA	<i>Tenant Protection Act</i>
TPA	Transfer Payment Agency
TPO	Tenant Placement Officer
TPY	Tonnes Per Year
TRCA	Toronto and Region Conservation Authority
TRMI	Tax Rate Management Initiative
TTMP	Transit and Transportation Master Plan
TTS	Transportation Tomorrow Survey
TTY	Teletypewriter
TWBA	Together We're Better Awards
TWP	Township

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U

U of T	University of Toronto
UCCB	Universal Child Care Benefit
UEY	Understanding Early Years



UTSP	Urban Transportation Showcase Program
UW	United Way

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V

VCOM	Voice Communication System
ViClas	Violent Crimes Linkage Analysis System
VIPP	Valley Infant Parent Program
VOE	Volunteer Opportunities Exchange
VOFV	Victims Of Family Violence
VSI	Volunteer Sector Initiative

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W

WAN	Wide Area Network
WDA	<i>Waste Diversion Act</i>
WDO	Waste Diversion Ontario
WDP	Web Development Process
WFC	Water Fluoridation Committee
WFCD	Welfare Fraud Control Database
WFR	Welfare Fraud Report
WHO	World Health Organization
WHS	West of Hurontario Street
WIN	Work Incentive Program
WIS	Working Income Supplement
WM	Watermain
WMSAC	Waste Management Strategic Advisory Committee
WNV	West Nile Virus
WOHC	William Osler Health Centre
WOHCB	William Osler Health Care Centre Board
WS	Wage Subsidy
WSIB	Workplace Safety and Insurance Board of Ontario
WTP	Water Treatment Plant
WTS	Waste Transfer Station



WWTP Wastewater Treatment Plant

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X

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Y

YPDT York/Peel/Durham/Toronto

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Z

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CATEGORY: FINANCIAL MANAGEMENT
SUBCATEGORY: EXPENDITURES
SUBJECT: BUSINESS EXPENSE ACCOUNTS – MEMBERS OF COUNCIL

1. PURPOSE

This Policy provides Members of Council with guidelines for reimbursement of expenses for business travel and incidental business expenses.

2. SCOPE

This Policy applies to Members of Council.

3. POLICY STATEMENT

Members of Council are accountable to the public and are responsible for ensuring that their expenses clearly and directly relate to the business of the Region of Peel. Members of Council may attend Regional business related event(s), travel on Regional business at the Region's expense and be reimbursed for Regional constituent related expenses. Members of Council may travel to promote the economic development of the Region of Peel. The Region of Peel provides a term allowance to reimburse Councillors for reasonable business expenses incurred while travelling on Regional business and incidental business expenses. [Appendix A](#) shows the current term allowance for each Councillor. If the Councillor is elected or appointed after the term has officially commenced, the term allowance will be pro-rated.

4. AUTHORIZATION

Regional Councillors' Business Expense Claims are reviewed by the Regional Chair and the Regional Chair's claims are reviewed by the Chief Financial Officer.

5. DEFINITIONS

5.1. Insurance: Adequate coverage on personal vehicles that the Member of Council is responsible for maintaining.

5.2. Municipal Organizations: Recognized organizations established to represent the collective general interests of municipal corporations.

5.3. Normal Workplace: 10 Peel Centre Drive.

5.4. Per Diem: A daily allowance intended to cover the cost of meals, gratuities, personal telephone charges, and all other expenses of events other than registration, hotel or overnight accommodation, business telephone charges, and transportation. [Appendix A](#) lists the per diem guideline.

5.5. Prepayments: Reimbursable expenses charged to the Member of Council prior to the event which can be expensed directly to the applicable account. Should the event

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subsequently not be attended, all reasonable efforts shall be made to recover these prepayments and credit them to the same account.

5.6. Receipt: An original document showing the payee, date, amount, Harmonized Sales Tax (“HST”) and description of goods or services paid by the Member of Council. A debit or credit card slip is not an acceptable receipt as it does not show details of the transaction. All claims for reimbursement, with the exception of the per diem, car mileage and public transit costs shall be supported by an original receipt. If the Member of Council does not have an original receipt, an explanation as to why the original receipt has not been submitted shall be provided.

5.7. Regional Business: Attendance at an event as a representative of the Region, to derive a benefit for the Region or to advance the interests of the Region.

5.8. Reward Program: Any program such as Air Miles Collector Program, Aeroplan, Frequent Flyer or other loyalty programs where free airfare, hotel or other items are earned.

6. REIMBURSABLE EXPENSES (What can be claimed)

6.1. Car Mileage Rate

In order to retain its Income Tax free status, the transportation cost reimbursement rates are those set by Canada Revenue Agency shown in [Appendix A](#).

Travel from home to a Member of Council’s normal workplace and back is considered by the Canada Revenue Agency as personal use of the vehicle and is not subject to reimbursement. Subsequent travel to other locations for business purposes is reimbursable but associated side trips for personal purposes such as lunch, personal deliveries, etc., are not.

6.2. Business Travel

Members of Council will make reasonable efforts to travel using the most economical cost alternative while being consistent with good business practices; and giving consideration to the impact on Peel’s reputation.

Travel arrangements for Councillors can be made through the Regional Chair’s Office, any Commissioner’s Office, an outside agent or an area municipality, as desired. However, in making such arrangements, the Councillor must ensure that sufficient expense allowance is available to cover the cost of the travel or event. The Manager, Accounting Services, Corporate Finance Division, should be contacted to determine the remaining term allowance. Any amount spent exceeding the term allowance will be

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paid personally by the Councillor. Reimbursements exceeding the term allowance will be refunded by the Councillor.

Councillors who are appointed and endorsed by Regional Council as committee members or officers of municipal organizations shall be reimbursed for expenses incurred in performing the duties related to their appointment, in addition to the Councillor's term allowance for business related events, presuming that the applicable organization has made no provisions.

Where the Regional Chair has approved a supplementary allowance for a Councillor to attend an event or act on the Chair's behalf, expenses incurred in carrying out Council's direction shall be in addition to the term allowance provided for business related events.

Members of Council appointed as Members of the Police Services Board shall charge police related event costs to the Police Services Board cost centre.

Hotel accommodation is normally at the single room occupancy rate, excluding meals. Reasonable efforts to arrange moderate rates for accommodation are to be made.

6.3. Meals

The names of all attendees must be listed on the receipt. All expenses for meals are to be kept to a reasonable amount.

Per diems may be claimed. [Appendix A](#) lists the current guideline for meals and incidental expenses (gratuities, personal calls, dry cleaning and other). The per diem can be claimed without receipts.

6.4. Registration Costs

Registration costs submitted for reimbursement should exclude the extra costs of personal entertainment, golfing, tours or meals associated with ancillary events such as sightseeing excursions or evening outings.

6.5. Other Expenses

Councillors may claim for reimbursement as part of the Regional Council term allowance the following: constituent related expenses, business cards showing the Region of Peel, home office equipment and the constituent communication for the Region of Peel share of the newsletter. This constituent communication regarding Regional issues is considered an essential function and related expenses cover postage, letterhead, envelopes, printing, photocopying, photos and slides. The Regional cost is based upon the proportion of space devoted to Regional issues. In the

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year of an election, the constituent communication expenses shall not be reimbursed after June 30th.

Charitable donations shall be made in the Region of Peel's name, as per Canada Revenue Agency best practices.

7. CLAIMING EXPENSES (When it can be claimed)

7.1. Local Travel (Within the Region of Peel)

Car mileage reimbursed.

7.2. Event: A conference, convention, annual meeting, workshop, seminar, training session, investigational or promotional travel, course, study tour, correspondence course, community ratepayer meeting, community relation event, charity fundraising function, retirement dinner and other business meeting.

7.2.1. Local Event or Single Day Meeting: An event within 60 kilometres of the Member of Council's normal workplace.

The following expenses may be reimbursed as required:

- a) **Car mileage;**
- b) **Registration cost;**
- c) **Cost of a meal; and**
- d) **Hotel accommodation.**

7.2.2. Distant Event: An event held in excess of 60 kilometres from the Member of Council's normal workplace.

The following expenses may be reimbursed as required:

- a) **Travel costs** to and from the event to a maximum of economy airfare including if a personal vehicle is utilized, the car mileage at the standard rate up to the cost of an economy airfare. Reasonable efforts must be made to travel by the most economical route possible;
- b) **Trip cancellation insurance** where advance bookings or other discount fares are utilized;
- c) **Vicinity travel costs** such as a car rental or taxi, if required by the nature of the event;
- d) **Registration cost;**

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e) **Hotel accommodation** for the duration of the event, plus one additional travel day, if required; and

f) **Cost of a meal.**

If advance bookings or other discount fares require an extended stay to qualify for a reduced fare, additional costs may be claimed to the extent that the additional amount plus the actual fare and related trip cancellation insurance is less than or equal to the economy fare, at the time, to the same location.

7.2.2.1. Out of Canada

Claims must be converted at the foreign exchange rate prevailing at the time the costs were incurred, using either:

- a) the rate issued by the Treasury Section of the Corporate Finance Division for the month when the travel occurred; or
- b) the actual rate charged to the credit card as evidenced by a credit card statement.

8. RESPONSIBILITIES

8.1. Member of Council will ensure that:

- a) A business expense claim is submitted within 60 days of completion of the travel or incurrence of the expense;
- b) The expense has not otherwise been charged to the Region (including to a Region of Peel P-Card);
- c) The business expense has been incurred by the Member of Council. In the event that reward programs are used, only paid costs (e.g. fees, taxes) are submitted, not the full value of the airfare or other items; and
- d) The Member of Council's office completes the Business Expense Claim and the Member of Council signs it prior to submitting the claim to the Regional Chair, or Chief Financial Officer in the case of the Chair, for review and advice.

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8.2. Reviewer will ensure that:

- a) All items claimed have been verified as conforming to this Policy and all receipts are attached, as required.

8.3. Corporate Finance Division will ensure that:

- a) The Business Expense Claim has been reviewed before reimbursement;
- b) The Business Expense Claim conforms to Policy;
- c) Claims are processed in a timely manner; and
- d) Funds are deposited to the Member of Council's bank account.

9. REPORTING

The Chief Financial Officer must report, on an annual basis, the Regional Council remuneration and expenses in respect of services as Members of Council, local boards or other bodies for the preceding year, by March 31st.

Members of Council will receive their individual quarterly statements of expenditures showing term expenses incurred to-date and the Councillor's remaining term allowance. Members of Council expenses will be posted on the Region of Peel website by Legislative Services on a quarterly basis. The quarterly statements will include payment information, if available, for Regional Appointees on other bodies such as Conservation Authorities.

This Policy will be reviewed every four years prior to the municipal election.

10. SUBMISSION DEADLINE

All claims should be submitted to Accounts Payable by March 31st of the following year.

APPROVAL SOURCE:	Resolutions 97-438; 99-822; CAO Directive C05-06; Resolution 07-300; ACP10-01; CAO Directive C12-05; ACP13-06; Resolution 2014-640; 2015-185; ACP14-13
ORIGINAL DATE:	April 1997
LAST REVIEW DATE:	March 26, 2015
LAST UPDATE:	March 26, 2015
EFFECTIVE DATE:	December 4, 2014
RESPONSIBILITY:	Finance Department / Corporate Finance Division / Accounting Services Section

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APPENDIX A

1. Expense Guideline:

The per diem expense guideline of \$60 per day for travel on Regional business can be broken down as follows:

- \$50 for breakfast, lunch and dinner; and
- \$10 for all other incidentals (e.g. dry cleaning, gratuities, personal telephone calls etc.).

2. Mileage:

The maximum Canada Revenue Agency car mileage rates for using personal vehicles for Regional business currently set as follows:

- \$0.54 per kilometre up to 425 kilometres per month; and
- \$0.48 per kilometre for any remaining kilometres per month.

3. Councillor Term Allowance:

For each Councillor, the term allowance is \$22,380 to attend Region of Peel business related events, to be reimbursed for Regional constituent related expenses and to cover the cost of constituent communications during the term of office.

The annual increase of the term allowance will be based on the previous year's Consumer Price Index (Canada, All-items) as announced in the federal budget.