

CORPORATE SERVICES

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A. Background

A.1 Preparing the Service Strategy Business Plan

A cross-divisional Project Team (excluding Ambulance and Emergency Programs which developed a separate Service Strategy Business Plan) was selected to develop the Department's Service Strategy Business Plan (SSBP). The team included the Commissioner of Corporate Services and Regional Solicitor, Director, Communication Services, Director, Legal Services, Director of Clerk's and Regional Clerk, Manager, Information Management Services, Manager, Public Affairs, Senior Legal Counsel, and the Administrative Assistant to Commissioner of Corporate Services and Regional Solicitor.

A.2 Key Contacts

R. Kent Gillespie, Commissioner of Corporate Services and Regional Solicitor
905-791-7800, ext. 4315
gillespiek@peelregion.ca

A.3 Additional Information

This is the third Service Strategy Business Plan developed by Corporate Services.

B. Description of Current Services

B.1 Program Location Map

Not applicable.

B.2 Profile of Current Services

Governance

Corporate Services contributes to excellence in the governance of the Region by Regional Council through the provision of a Council and Committee Secretariat and by fulfilling the statutory duties of the Regional Clerk. Corporate Services provides professional advice regarding by-law and policy development, freedom of information and Council's relationships with related boards and agencies. Corporate Services advocates for Council positions both in legal proceedings and with the public at large through effective communications.

Administration

Provision of professional advice and services from a corporate perspective in connection with policy development, issues management and conflict resolution. Corporate Services also provides leadership and management of selected corporate change initiatives and accessibility planning. Corporate Services provides and manages key internal and external corporate communications and represents corporate interests in legal proceedings.

Program Delivery

Corporate Services is a partner with all Regional programs in the delivery of programs and services. Corporate Services contributes a broad range of advice and services including legal, public relations, information management, print and copy, mail, courier and call centre, graphic design, multi-media, internet and intranet development, media relations and event management.

B.3 Description of Clients/Customers

Regional Council and Committees

Our 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton, and Town of Caledon.

External Agencies

Corporate Services provides limited advice and support services to external public and non-profit agencies.

General Public

Corporate Services acts as an official point of access for information and access to Regional Council and corporate administration.

Executive Officers

Corporate Services directly supports the Regional Chair and the Executive Management Team (EMT) with respect to matters of corporate administration, policy and direction.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Products, ranging from promotional items, print production, office equipment and supplies, and reference materials
- Support services, ranging from equipment maintenance, confidential shredding, communications and legal advice
- Direct services to clients such as communications, information management advice, and legal advice
- Professional advice and services in areas such as communications, information management and legal

Partners

- External collaborative networks and professional associations
- Various levels of government
- Other Regional departments involved in collaborative service delivery endeavours

Stakeholders

- Regional Council
- Various levels of government
- Law Society of Upper Canada

B.5 Significant Accomplishments

- 2003 Council Inaugural including orientation
- Assisted Public Works to achieve Dufferin South Arterial Road Agreement with the Towns of Orangeville and Caledon
- Contribution to the success of client goals demonstrated through 9 communication industry awards
- Air Emission Credit Training Initiative commissioned and presented Region-wide
- Corporate Call Centre Implementation Strategy approved
- Provided emergency response support during 2003 blackout
- Amalgamation of Peel Non-Profit Housing Corporation (Peel Living) with Peel Housing Corporation in partnership with the Housing Department
- Provided United Way Campaign 2003-2004 Co-Chairs, revenue targets exceeded, received the 2003 Best Managed Joint Union Management Campaign Award
- Approval of Making Way, the Region's first accessibility plan under the *Ontario Disabilities Act* (ODA)
- Partnered with Human Resources to develop the electronic Performance Appraisal form
- Four of six Electronic Information Management (EIM) initiatives are now operational

C. Trends and Issues

C.1 Emerging Trends

- Greater use of technology to enhance service and maximize resources
- Complexity and demand for increasing quantity, quality and speed of services
- Higher expectation for services to be delivered electronically
- Aging workforce/population
- Growing cultural diversity of population
- Growing public interest and involvement in the roles and responsibilities of government at all levels
- Funding for infrastructure for services being promised from senior governments
- Focus on quality of life issues
- Desire expressed for non-traditional employment relationships
- Increased cost of available skilled/qualified workers
- Projected continued strong economic growth
- Constraints on urban residential growth likely
- Heightened concern to strengthen response to environmental health issues and infectious diseases
- Increased focus on emergency preparedness and crisis management
- Administration of new legislation, and programs downloaded from other levels of government
- Growth in assessment not keeping pace with increased cost of service delivery

C.2 Key Strategic Issues

- Influencing corporate priorities and aligning our services with them to optimize resource use
- Managing client expectations by collaboratively identifying client needs
- Obtaining, sustaining and managing resources to ensure success with SSBP
- Managing external factors that may impact our ability to deliver service such as governance, funding, senior levels of government

D. Mandate, Objectives and Actions

D.1 Mandate and Objectives

Mandate:

Corporate Services will be an essential partner for achieving excellence in the Region's governance, administration and program delivery.

Objectives:

1. To continue positioning Corporate Services as integral to the success of client goals.
2. To continue developing a highly skilled, inspired and well supported Corporate Services team.
3. To partner with clients to achieve highest level of customer service.
4. To be a leader in the creative and innovative delivery of services and contribution to corporate initiatives.

D.2 Objectives and Actions

- 1. To continue positioning Corporate Services as integral to the success of client goals.**
 - 1.1 Review processes and services to properly align with client goals
 - 1.2 Develop a Corporate Services Strategic Communications and Outreach Plan that will include proactive communication/education/influence
 - 1.3 Develop a Business Continuity Plan for Corporate Services' programs
 - 1.4 Manage resources to meet client demands and demonstrate value
 - 1.5 Increase awareness of Region of Peel programs and services
 - 1.6 Partner with the area municipalities, other levels of government, agencies and the private sector to streamline delivery of Regional services and fulfill legislative requirements
- 2. To continue developing a highly skilled, inspired and well supported Corporate Services team.**
 - 2.1 Identify and develop leadership attributes that conform with the Regional values
 - 2.2 Utilize the results of the B.E.S.T. survey to implement an action plan for improvement that focuses on workload management
 - 2.3 Maintain and extend the range of experience and skills among staff
 - 2.4 Encourage collaboration to create a learning environment
 - 2.5 Recognize the value of our employees

- 3. To partner with clients to achieve the highest level of customer service.**
 - 3.1 Formalize our customer relationship management strategy for Corporate Services
 - 3.2 Develop a common measurement tool that demonstrates the effectiveness of our services to promote a progressive continuous improvement process
 - 3.3 Provide leadership for the organization's internal communication, reputation and image management initiatives
 - 3.4 Anticipate and track emerging issues to ensure that proactive steps are taken in the client's interest
 - 3.5 Provide service solutions that meet our clients current and future needs

- 4. To be creative and innovative in the delivery of services and our contribution to corporate initiatives.**
 - 4.1 Sponsor the Citizen/Client/Customer Focus (CCCF) initiative
 - 4.2 Encourage the implementation of effective technological solutions (e.g. Web site, IMS, and intranet)
 - 4.3 Provide leadership with respect to customer access initiatives under the CCCF initiative
 - 4.4 Research and adopt best practices

D.3 Strategic Plan Connection

The objectives and actions in the Corporate Services Service Strategy Business Plan are consistent with, and support, the following goals in the Region of Peel's Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*.

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

Goal 5: Be a citizen-focused Regional government

D.4 Service Principles (Optional)

The Regional Values function as the service principles for the Corporate Services Department.

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To continue positioning Corporate Services as integral to the success of client goals**
 - Clients proactively seek our input and/or involvement
 - Client resource planning (budgeting) completed in partnership with Corporate Services
 - Opportunities for recognition of programs and employees by Council, senior management and external organizations
 - Greater strategic influence in client program decision making
 - Council awareness of the roles of Corporate Services

- 2. To continue developing a highly skilled, inspired and well supported Corporate Services team**
 - Confident, entrepreneurial and empowered staff, willing to take calculated risks and accept challenges
 - Staff participation in department and corporate activities
 - Staff ready and willing to accept growth opportunities
 - Staff are aware of how their work relates to corporate and departmental priorities
 - Staff regularly demonstrate leadership attributes in their work
 - Staff feedback indicates they feel supported and valued
 - Active collaboration across the Department

- 3. To partner with clients to achieve highest level of customer service**
 - To be recognized as delivering excellent services
 - Positive working relationships with all clients
 - Perceived as partners in planning and execution of program objectives, and sharing of risks

- 4. To be a leader in the creative and innovative delivery of services and approach to corporate initiatives**
 - To be proactive influencers within our fields of expertise
 - Regularly sought out to develop the vision for, and lead corporate initiatives
 - Recognized and sought out by other organizations for best practices
 - Receiving awards
 - All staff recognize their role as leaders, catalysts and problem solvers
 - Regularly challenge status quo
 - Confident, entrepreneurial and empowered staff, willing to take calculated risks and accept challenges