

# **EXECUTIVE OFFICE**

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**A. Background**

**A.1 Preparing the Service Strategy Business Plan**

All members of the Executive Office team participated in the development of the Service Strategy Business Plan (SSBP). Team members included the Regional Chair, Chief Administrative Officer (CAO), Director, Strategic Initiatives, Executive Assistant to Regional Chair and CAO, Policy Support Analyst, and the Program Support Analyst.

**A.2 Key Contacts**

Emil Kolb, Regional Chair  
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**A.3 Additional Information**

This is the third Service Strategy Business Plan developed by the Executive Office.

**B. Description of Current Services**

**B.1 Program Location Map**

Not applicable

**B.2 Profile of Current Services**

**Council Relations**

Various activities are required in order to ensure successful Council relations, including: agendas, reports and pending items management, Committee Chairs' meetings, Councillor inquiries and administrative support, issues management, citizen inquiries and co-ordination of departmental information.

**Employee Relations**

This service involves proactively managing, working with and supporting Regional employees through such activities as measuring employee satisfaction, the CAO Advisory Committee, "Ask Roger", Together We're Better Awards Program, United Way Employee Campaign, and employee-oriented events.

**Corporate Policy/Projects/Initiatives**

The Executive Office works with, manages or supports various groups. Externally this includes: Peel Regional Police, United Way of Peel Region, Ontario Municipal Benchmarking Initiative (OMBI), area boards of trade, Members of Parliament (MPs) and Members of Provincial Parliament (MPPs), and other municipalities. Internally, the Executive Office's involvement is evident in key initiatives including: the Strategic Plan, Excellence and Continuous Improvement, inter-departmental projects and corporate administrative policies.

**Administrative Management**

Regular Executive Management Team (EMT) meetings, performance management, departmental reorganizations, Executive Office Team processes, information management and general administration are examples of administrative management.

**B.3 Description of Clients/Customers**

**Taxpayers**

The citizens who live and work in Peel are ultimately the clients served by the various supports and services provided by the Executive Office.

**Regional Council**

Our 22 member Regional Council includes the Regional Chair and Regional Councillors from the City of Mississauga, City of Brampton, and Town of Caledon. This also includes all of the Agencies, Boards, and Commissions (ABC's) Regional Councillors sit on as representatives of the Region of Peel.

**Regional Departments**

Excluding the Executive Office, there are eight Regional Departments: Corporate Services; Finance; Health; Housing and Property; People, Information and Technology, Planning, Public Works and Social Services.

**Regional Employees**

The Region of Peel's diverse workforce has approximately 3,000 employees who deliver programs and services to more than one million Peel citizens.

**B.4 Description of Suppliers, Partners and Stakeholders**

**Suppliers**

- Contracts with service providers to support implementation of strategic, political and administrative initiatives

**Partners**

- Area Municipalities
- Province of Ontario
- Regional CAOs and Chairs
- Peel Regional Police
- Board of Trade and Chamber of Commerce
- United Way of Peel Region
- Greater Toronto Airports Authority (GTAA)
- Ontario Municipal Benchmarking Initiative (OMBI)

**Stakeholders**

- Regional Council, Provincial and Federal Government

## **B.5 Significant Accomplishments**

- Maintained 0% tax rate for Regionally controlled programs for the 14<sup>th</sup> year
- First government in Canada to achieve the National Quality Institute's Progressive Excellence Program Level 3 Award
- Implemented 2002 B.E.S.T. (Building Employee Satisfaction Together) Action Plan, and conducted second annual employee satisfaction survey
- Partnered with Peel Regional Police to support the United Way resulting in the "Best Managed Joint Union-Management Campaign" Award
- Significant investment in review and modification of Executive Office processes
- Established a forum to liaise with, and brief Committee Chairs
- Development and Council endorsement of the Region's fourth strategic plan
- Incorporated a Healthy Workplace Award into the Together We're Better Awards Program
- Received Public Sector Quality Fair Gold Award for the B.E.S.T. process which is recognized as world class and first of its kind
- Dedication of Derry Road Police Facility to Chair Kolb
- Many collaborative successes regarding key political and corporate issues
- Established Executive Office service standards

## **C. Trends and Issues**

### **C.1 Emerging Trends**

- The percentage of Peel's population speaking a language other than English at home has increased, and immigration is becoming more important to Peel
- Municipalities are raising property tax rates after years of tax freezes to pay for infrastructure upgrades and to meet the growing demand for human services
- Municipalities are exploring alternative funding mechanisms and revenue sources (e.g., business sponsorships, share of the gas tax or sales tax)
- Citizens are more and more concerned with privacy, public security, and public health matters
- Some municipalities in the Greater Toronto Area are focusing on governance changes as a way of resolving major challenges such as gridlock, waste and urban sprawl
- Increasing pressure from citizens to be transparent and accountable
- Increase in public scrutiny of government and private sector conduct
- Citizens demanding services be delivered in a way that meets their needs and citizens want on-going, two-way communication to better engage in the governance process
- Increase in public/private sector partnerships as a way of doing business
- Technology continues to change the way we manage work and deliver services
- Signs of a looming labour shortage of skilled workers means well qualified and experienced staff will be increasingly hard to attract and retain
- Increase expectation among employees to be consulted and engaged in Corporate-wide issues.

### **C.2 Key Strategic Issues**

- Insufficient provincial recognition of the Region's key political and service delivery issues
- Decreasing provincial and federal funding to support growing service needs
- Increasing the awareness and profile of the Region of Peel and its services
- Supporting Regional Councillors and encouraging reciprocal and visible support of the Region
- Creating a sense of Peel citizenry
- Proactively managing workload of the Executive Office, including alignment of resources to priorities
- Increasing employee knowledge of the roles and responsibilities of the Executive Office and Regional Council

**D. Mandate, Objectives and Actions**

**D.1 Mandate and Objectives**

**Mandate:**

The Executive Office will provide strategic, political and administrative leadership to support the interests of Peel citizens and the employees of The Regional Municipality of Peel.

**Objectives:**

1. To champion corporate thinking and initiatives throughout the organization.
2. To manage and mitigate those factors affecting good Regional government.
3. To enhance the efficiency and effectiveness of Executive Office.
4. To lead in the provision of Regional services and programs.

**D.2 Objectives and Actions**

**1. To champion corporate thinking and initiatives throughout the organization.**

- 1.1 Maintain a progressive continuous improvement process
- 1.2 Implement corporate key improvements
- 1.3 Lead in demonstration of Regional Values
- 1.4 Advance the effectiveness of the Executive Management Team (EMT)

**2. To manage and mitigate factors affecting good Regional government.**

- 2.1 Advocate that the Regional tax and revenues are used only for program and service funding for which Regional Council is accountable
- 2.2 Support the regional economy through strategic investment in infrastructure and human services
- 2.3 Engage Regional Councillors in proactively supporting The Regional Municipality of Peel
- 2.4 Increase citizen awareness of, and involvement in the role of Regional government and its services

**3. To enhance the efficiency and effectiveness of the Executive Office.**

- 3.1 Ensure the required skills are available to support the needs of the Department
- 3.2 Implement proactive, cost-effective processes and activities

**4. To lead in the provision of Regional services and programs**

- 4.1 Demonstrate the Region of Peel's leadership in service delivery, performance measurement and operational excellence
- 4.2 Partner with the area municipalities, police, other levels of government, agencies and the private sector to streamline delivery of Regional services and fulfill legislative requirements
- 4.3 Participate in external performance measurement initiatives
- 4.4 Implement a strategy to effectively engage volunteers
- 4.5 Implement a process for project management and accountability

**D.3 Strategic Plan Connection**

The objectives and actions in the Executive Office 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 4:** Contribute to a strong regional economy

**Goal 5:** Be a citizen-focused Regional government

**D.4 Service Principles (Optional)**

The Regional Values function as the service principles for the Executive Office.

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

**E.1 Objectives and Outcomes**

- 1. To champion corporate thinking and initiatives throughout the organization.**
  - Clear understanding of organizational priorities, and related initiatives
  - Alignment of human, financial and technical resources to support priorities
  
- 2. To manage and mitigate factors affecting good Regional government.**
  - Recognized as proactive and productive in addressing Regional issues
  - Established and engaged Peel citizenry
  - Effective Council relations
  
- 3. To enhance the efficiency and effectiveness of the Executive Office.**
  - Value-added work processes
  - Proactive management of workload
  - Staff are both capable and willing to take on new challenges
  - Open and accessible office
  
- 4. To lead in the provision of Regional services and programs.**
  - External recognition for Region of Peel
  - Recognized as taking a partnership approach with key partners and stakeholders
  - Recognized value of Regional government and its services
  - Volunteers are recognized as a valuable partner in service delivery