

Commissioner of Human Services Region of Peel



Position Profile and Candidate Brief

March/April 2024

3080 Yonge Street, Suite 6060 | Toronto, ON | M4N 3N1 | LESP.ca

Introduction

I am delighted to present this Position Profile for the Commissioner of Human Services, prepared on behalf of the Region of Peel.

I trust that this document will provide you with all background information on the Region of Peel, a position profile, and an outline of the search process we will be leading on behalf of the organization.

Please feel free to contact me if you require any additional information about the position or if you need clarification on any aspect of the search process. Further details about the Region of Peel are available on the website: <https://www.peelregion.ca/>.

On behalf of Legacy Partners and the Region of Peel, I would like to thank you for your interest in this position. I can always assure you of my prompt and full attention.

Yours Sincerely,



Kartik Kumar, Partner
Legacy Executive Search Partners
416 271 4397 (mobile)
Kartik.kumar@lesp.ca
www.lesp.ca



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Region of Peel Overview



The award-winning Region of Peel, located in the Greater Toronto Area (GTA), has been delivering a wide range of resident-focused services and infrastructure to the communities of Brampton, Caledon, and Mississauga. 2024 marks the Region's 50th anniversary where it has been recognized with a 2023 Forbes Best Employer award. Peel Region works with residents and community partners to create a healthy, safe, and connected "Community for Life" for approximately 1.5 million people and over 200,000 businesses.

Peel Region's 20-year vision is "Community for Life", where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives. This vision is supported by responsible and effective planning, which ensures that the right services are delivered to the residents, business owners, and taxpayers of Peel. Peel Region's strategic plan provides a foundation for setting term of council priorities, the annual budget, and program and operational plans.

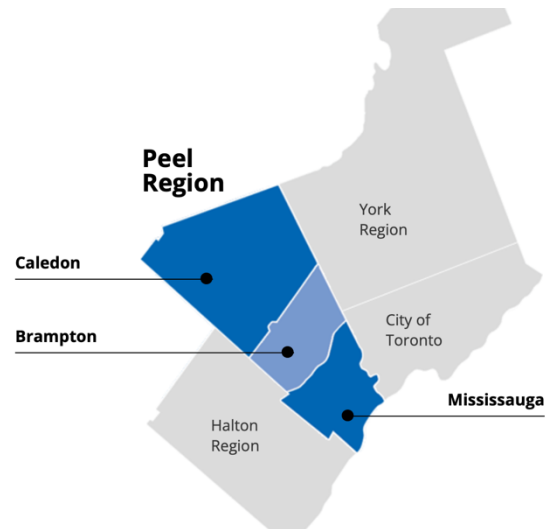
Peel Region delivers a wide range of programs and services to enhance our community, including paramedic services, health programs, long-term care and services for seniors, childcare support, garbage collection and recycling, water and wastewater treatment, road maintenance, financial help, housing, and shelter. Peel Region is governed by the Regional Chair and 24 members of Council, who represent Brampton, Caledon, and Mississauga. On December 13, 2023, the Ontario government announced that Peel Region will not be dissolved, and that Bill 112 legislation will be updated to reflect service delivery in Peel. Services for residents and businesses will continue without interruption. For updates and more information, visit [Peel's transition page](#).

Peel Region's economic growth and development is largely due to responsible management, innovative programs, and ability to respond to the needs of the community. Peel Region's culture is guided by five core values that highlight our commitment to community.

As a top-rated employer, The Region of Peel is a 2023 Forbes Best Employer award winner, and the proud recipient of the 2022 Canada's Healthy Workplace Month®, Great Employer Award presented by Excellence Canada. This award recognizes employers for their commitment to promoting physical, mental and social health, as well as community involvement.

Peel at a Glance

- We're **diverse**: 51.5% of our population was born outside of Canada and 69% identify with a racialized group, the highest in the GTHA.
- We're **educated**: The number of people who have a post-secondary education is higher in Peel than in Ontario and Canada as a whole.
 - 83% have at least a high school diploma or certificate.
 - 55% have a post secondary education.
 - 63% of recent immigrants arriving in Peel 15 years and older have post secondary education.
 - 57% of Peel's visible minority population have a post secondary education.
- We're **bustling**: The transportation of goods, such as products and materials, plays an important role in Peel's economy. Peel is a significant freight hub for Canada. Commodities valued at approximately \$1.8 billion travel to, from, and through Peel each day.
- We're **on the go**: Five major highways, several international railroads, and the Toronto Pearson International Airport all exist within our borders. 63% of Peel residents over the age of 15 commute to work within Peel. 74% of them rely on personal vehicles to get there.
- We're the **youngest in the GTA**: The average age of our residents is 39 years. Children under the age of 15 make up 16.5% of our population. Peel has the lowest proportion of seniors, people 65 years or older in the GTA, at 15%.
- More of the facts can be found [here](#).



The Region of Peel website: <https://www.peelregion.ca>

Twitter: <https://twitter.com/regionofpeel>

Instagram: <https://www.instagram.com/peelregion.ca/?hl=en>

Regional Vision, Goals, and Values

At Region of Peel, we believe that creating a strong sense of community is essential to building a better world. Our vision of 'Community for Life' reflects our commitment to providing a place where everyone feels a sense of belonging and has the support and resources needed to thrive at every stage of their lives. We strive to create an inclusive and supportive environment where individuals and families can grow, learn, and connect with others in their community. Through our work, we aim to build a better future for all by fostering a sense of togetherness, resilience, and well-being.

We also believe that our values are the foundation of everything we do. They guide us in how we work with each other, how we serve our customers, and how we contribute to the communities we operate in. Our values aren't just words on a page, they're a reflection of who we are and the culture we strive to create. We hold ourselves accountable to these values every day, and we're committed to living up to them in everything we do. Here's a closer look at the values that drive us and inspire us to do our best work.

- **Care and Support:** We care about and support everyone's well-being and success.
- **Transparency:** We build trust in our services, programs, and each other by being genuine, transparent, and accountable.
- **Leadership:** We are all leaders in the work we do to motivate, inspire, and achieve a *Community for Life*.
- **Collaboration:** We find and implement solutions together to achieve our goals.
- **Inclusion:** We create opportunities for everyone to contribute, be successful and recognized for their diversity and experience – fostering safety and a sense of belonging.

Healthy Workplace

At Peel Region, we have built a healthy workplace program based on the model developed by the National Quality Institute (NQI) and Health Canada. We recognize the importance of diversity, equity, and inclusion, and strive to develop a workplace that values and respects diversity, practices inclusion, and recognizes the unique contributions and abilities of all people. We believe that innovative thinking is essential to ensuring our programs and services address the diverse needs of Peel's community and workforce. Join our team and help us build a stronger and more inclusive community together.

Our employee surveys, organizational events, and learning and development opportunities are just some of the ways we are working to become a more diverse, equitable, and inclusive workplace.

Working With Us

Working at the Region of Peel offers the opportunity to leverage your leadership skills to make a difference in the lives of your colleagues and community. You are the right fit if you care about the well-being and success of everyone and are committed to improving the lives of people around you. You are dedicated to creating a Community for Life, where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive in each stage of their lives. By living, thriving, and leading in your role, you will become an integral part of building a stronger, more inclusive community.

Regional 2015-2035 Strategic Plan

Peel Region's 2015-2035 Strategic Plan is a comprehensive roadmap that outlines the Region's long-term vision, goals, and objectives. The overarching goal of the plan is to create a community where everyone can thrive and enjoy a high quality of life. The plan envisions Peel as a place where people feel a sense of belonging, where there is access to opportunities, and where the diverse needs of the community are met.

To achieve this vision, the plan focuses on several key strategic priorities. These priorities include:

1. **A Healthy and Safe Community:** The plan aims to create a healthy and safe community by promoting healthy living and actively working to remove systemic barriers, ensuring access to essential services, and prioritizing community safety.
2. **Inclusive and Connected Communities:** The plan recognizes the importance of social connectedness and aims to foster a sense of belonging for all members of the community, regardless of background, ethnicity, or culture.
3. **A Sustainable Environment:** The plan recognizes the importance of a sustainable environment and aims to reduce Peel's environmental footprint while promoting sustainable practices.
4. **A Prosperous and Innovative Community:** The plan aims to create a prosperous and innovative community by fostering economic growth, supporting entrepreneurship, and promoting innovation.
5. **Engaged and Effective Government:** The plan recognizes the importance of good governance and aims to promote transparency, accountability, and public engagement.

By focusing on these key priorities, the Region aims to create a community where everyone can thrive and enjoy a high quality of life.

Diversity, Equity, and Inclusion

Peel Region is committed to a diverse and inclusive workplace where everyone is respected and valued for their contributions, and where everyone is treated fairly and has opportunity to grow and develop. As one of the most diverse regions in Canada, we are committed to establishing a qualified workforce that is reflective of the population we serve. Legacy Executive Search Partners is honoured to support this commitment and Peel Region through an inclusive recruitment process that prioritizes fairness and candidate confidentiality.

Legacy Partners is committed to providing accommodations throughout the recruitment process, upon request. If you require accommodation, please notify us and we will work with you to meet your needs. Please contact careers@lesp.ca.

The Region of Peel is committed to equitable and inclusive service delivery, ensuring all residents are treated fairly and have access to programs and services.

We'll achieve this by:

- Dismantling systemic barriers that disadvantage certain groups
- Taking action to address racism.
- Adopting an intentional approach to equity in programming and service delivery.

In the Community

Peel Region is one of the most diverse regions in Canada. We're committed to working with residents to deliver programs and services that are not only inclusive and equitable, but also reflective of Peel's communities.

[The Region's website provides more detail and information](#) about our efforts to promote and practice diversity, equity, and inclusion.

Diversity, Equity, and Inclusion (DEI) strategy

Peel Region's Diversity, Equity, and Inclusion Strategy focuses on addressing systemic barriers that continue to impact equity-seeking groups and marginalized populations within the organization and the community. Commitments include:

- Investing in the health, safety and well-being of employees
- Expectations for employees to demonstrate inclusion competencies

- Working collaboratively with community partners to make Peel a safer, more inclusive and connected community
- Identify and address systemic barriers within programs and services offered to residents. (Systemic barriers are policies, practices, or procedures that result in some people getting unequal access or being excluded.)
- Invest in community relationships and bolster capacity of community partners to support Peel's diverse communities

Peel's DEI Strategy was developed with the help of KPMG LLP, a third-party vendor, who engaged with community members and employees through in-person and virtual focus groups, consultations, surveys, and drop-in sessions.

On June 29, 2023, KPMG presented an [overview](#) of the DEI Strategy to the Diversity, Equity, and Anti-Racism (DEAR) committee.

Evolution of the DEI Strategy and next steps will be shared later in 2024. For more details about the Peel Region DEI Strategy, [email us](#).

2024 Budget

The Commissioner of Human Services oversees and implements an Operating Budget of \$1.02 billion, a Capital Budget of \$191 million and a ten-year Capital Plan of \$1.04 billion. With a team of over 900 professionals, the commissioner ensures the delivery of critical services that support some of the most vulnerable people in the community by:

- Providing an average 16,000 households per month with \$165 million in Ontario Works assistance
- Administering over \$118 million in subsidies annually to approximately 12,000 households
- Providing 241,000 bed stays to families, adults and youth in Peel's shelter system through Housing Support
- Providing 18,300 housing units in Peel's affordable housing system
- Providing Programs and services to Peel residents through agencies funded by \$10.7 million in community investment grants
- Providing 10,000 fee subsidies making it possible to access affordable licensed childcare

- Providing 550,000 visits to EarlyON programs for children and their families in Peel

In addition to providing these services each and every day, the commissioner will drive and implement key capital investments including:

- \$12 million in the Peel Community Housing Development program
- \$71 million in new Non-Profit Housing Development
- \$97 million to maintain the state of good repair of \$2.9 billion of housing assets owned by Peel Housing Corporation

People of Peel

Making a difference and having a positive impact to making someone's life better is one of the reasons why our employees are so passionate, committed, and proud of serving the residents of Peel.

Here are a few of our employee stories and how our services impact the lives of residents every day.

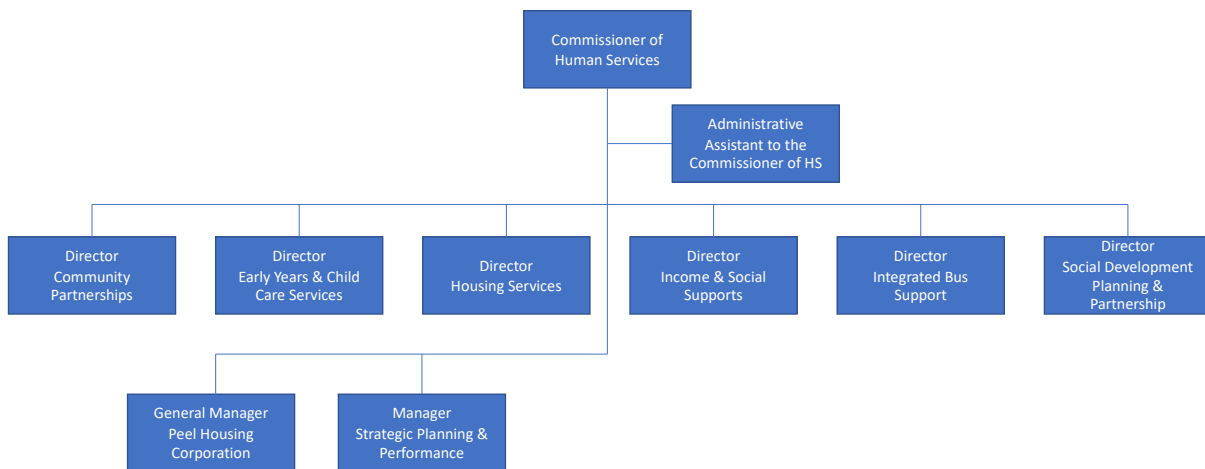
[The Story of Alicja](#) demonstrates how Peel's Early Years and Child Care Services team and community partners come together to ensure families across Peel are supported.

Watch [Theresa's story](#) about her relationship with Tenant Support Agent Mandeep and their relationship of caring, support, and family.

[The Story of the Peel Living Recovery Team](#) shows how they are supporting our Peel Living residents' and providing peace of mind, one repair at a time.

These stories speak to our customer service excellence and how the work of our staff impacts the everyday lives of our citizens, helping support our vision for a *Community for Life*.

Organizational Chart



Job Responsibilities

Reporting to the Chief Administrative Officer (CAO) and a member of the Executive Leadership Team (ELT), the role of the Commissioner is to affect systems change and provide the strategic vision and operational direction to department staff and information on corporate, department and program services, plans, strategies and initiatives to staff, ELT and Council.

The Commissioner of Human Services oversees a comprehensive portfolio of programs and initiatives aimed at enhancing the well-being and social development of individuals and families within the community. This role encompasses strategic planning, program development, partnership management, community advocacy, and resource allocation to address diverse needs and systemic barriers related to housing services, early years and child care services, income and social supports, community engagement, and social development planning. Additionally, the Commissioner provides leadership to Peel Housing Corporation, ensuring the provision of safe and affordable housing options for subsidized and market-based tenants.

The Commissioner of Human Services provides leadership to execute the Human Services department's mandate, in alignment with the Region's vision, mission, strategic plan and Regional values. The Commissioner will build and sustain the operational and strategic capacity of the department and strive to serve the needs of the growing diverse Peel community while continuing to build a sustainable culture of service excellence.

Key Responsibilities

Strategic Planning and Policy Development:

- Develop strategic plans and policies to address the evolving needs of the community in areas such as housing, early childhood education, income support, and social development.
- Analyze demographic trends, socio-economic data, and community feedback to inform decision-making and prioritize initiatives.
- Approach systems change through an equity lens

Program Management and Implementation:

- Oversee the delivery of housing services, including affordable housing initiatives, homelessness prevention programs, and housing subsidies.
- Coordinate early years and childcare services, ensuring accessibility, affordability, and quality standards are met.

- Administer income support programs such as social assistance, employment assistance, and financial assistance for vulnerable populations.
- Implement social development programs and initiatives aimed at fostering community resilience, inclusion, and cohesion.

Partnership Development and Collaboration:

- Establish and maintain partnerships with government agencies, non-profit organizations, community groups, and other stakeholders to leverage resources and expertise.
- Collaborate with stakeholders to identify gaps in services, explore innovative solutions, and coordinate service delivery efforts.

Peel Housing Corporation Oversight:

- Provide leadership and direction to Peel Housing Corporation, a government-owned corporation responsible for managing social housing units and rental properties.
- Ensure compliance with relevant regulations, standards, and policies governing housing management and tenant rights.
- Implement strategies to maintain and improve the quality of housing stock, address maintenance issues, and promote tenant well-being.

Financial Management and Resource Allocation:

- Develop and manage budgets for various programs and services, ensuring efficient use of resources and alignment with strategic priorities.
- Seek funding opportunities from government grants, private donors, and other sources to support program expansion and innovation.

Stakeholder Engagement and Community Outreach:

- Engage with residents, community groups, and advocacy organizations to solicit feedback, address concerns, and promote awareness of available services and resources.
- Represent the department and participate in relevant committees, task forces, and public forums to advocate for the needs of vulnerable populations and advance social justice initiatives.
- Attend all Council and relevant Committee of Council meetings.
- Liaise and maintain professional with the local municipalities.

Candidate Profile

Education and Experience:

- Post-secondary degree in Social Work, Public Administration, Urban Planning, or a related field.
- Education and Experience from outside Canada is welcomed.
- Extensive leadership experience (8+ years) in leading large teams and managing a diverse portfolio of human services administration, with a focus on housing, social assistance, and/or community development.
- A minimum of 8 years demonstrated senior leadership experience in people management with a proven ability to mentor, coach, engage and motivate teams and individuals at varying levels.
- Knowledge of relevant legislation, regulations, and best practices in areas such as housing policy, child welfare, income support programs, and community development.
- Knowledge of the diverse communities that comprise Peel and lived experience is a valuable asset

Leadership:

- Extensive leadership experience managing a large team and comprehensive portfolio spanning multiple large-scale projects and initiatives.
- Demonstrated ability to lead diverse teams in a political environment and represent the vision and position of the Region on organizational and operational issues to the public, the media and other key stakeholders within and outside of Peel.
- Strong sense of team and community with a high level of integrity, standards of ethics, respect and accountability with upholding the public interest.
- Leads with compassion and appreciation for the diversity within the organization and community
- Experience leading in a unionized environment is an asset.

Strategic Planning and Results-Focused:

Demonstrated experience in strategic planning, program development, and financial management within a government or non-profit environment. Proven track record of achieving measurable results when executing complex and transformational initiatives for large organizations, demonstrating urgency and results-orientation.

Communication and Interpersonal Skills:

- Excellent communication and interpersonal skills, with the ability to engage effectively with diverse stakeholders and communicate complex ideas to a wide audience.
- Superior interpersonal skills and the ability to manage and develop relationships with stakeholders (e.g. Council, community groups, boards of trade, provincial and other levels of government) and position the relevant department and/or the Region as a recognized leader.
- Political and business acumen, an experienced leader with organizational awareness who can work both independently and collaboratively across teams and the broader public sector.

Accessibility, Diversity, Equity and Inclusion:

- Committed to accessibility and the reduction and removal of barriers that compromise the quality of life for persons with disabilities.
- Demonstrated track record of strengthening and leading organizational DEI practices and experience working to remove systemic barriers in a large corporation.
- Demonstrated ability to apply principles and practices of equity, diversity, and inclusion, with a track record of promoting social justice and advocating for marginalized communities.

Deliverables and Goals for 2024

The Commissioner of Human Services will have three (3) core departmental objectives for 2024, along with specific goals and deliverables for each of the Human Services teams.

Goal	Key Outcomes / Measures	Timeline
Departmental Goals - 2024		
Psychological Health, Safety and Wellness Plan	<ul style="list-style-type: none"> • Implementation of Psychological Health and Safety plan established by the Social Development Planning and Partnership (SDPP) team. • Maintenance of HAYD (How you are doing) survey results 	Throughout 2024
Integrated business plan and measurement plan with supporting dashboard	<ul style="list-style-type: none"> • Consolidation of division-specific outcomes and measures into Human Services demand forecasting and outcome measurement 	Q3 2024
Community Engagement	<ul style="list-style-type: none"> • Regular liaison with Metamorphosis • “New deal for Peel” 2024 report • New engagement protocols with consolidation of tables 	Q3 2024

Divisional Goals - 2024		
Housing Service - Enhance Integration and Support Systems for Asylum Seekers and Vulnerable Communities	<ul style="list-style-type: none"> Asylum seekers reception centre established Community subsidy program implemented Establishment of Health Insurance Coverage (HIC) / Housing and Nutrition Improvement Program (HNIP) Joint encampment protocols with Cities 	Reception Centre – Q2 Service implementations – Q3
Peel Housing Corporation (PHC) - Achieve Sustainable Infrastructure and Environmental Goals for Peel Housing Corporate (PHC)	<ul style="list-style-type: none"> Validate 10-year capital plan for State of Good Repair (SOGR) Decarbonization goal and plans for existing Peel Housing Corporate (PHC) stock 	Q2 – 2024 – for incorporation into Budget 2025
Income and Social Supports (ISS) Program - Enhance Stability and Efficiency in Fund Utilization for Beneficiaries	<ul style="list-style-type: none"> Implement stability supports protocols and staffing model Maximize use of beneficiary funds in fiscal 2024 	Q3 2024
Early Years and Child Care Services (EYCCS) - Establish and Expand Canada-Wide Early Learning and Child Care (CWELCC) System while Adjusting Administrative Spending	<ul style="list-style-type: none"> Implementation of Canada-wide Early Learning and Child Care (CWELCC) system and achieving expansion targets Amend administrative spending to accommodate reduction in administrative subsidy 	Q4 2024

The Timeline

I trust this Position Profile has enabled you to decide whether the position of a Commissioner of Human Services at the Region of Peel interests you. If you wish to be considered for the position, please forward a cover letter and your resume by email to **Kartik Kumar at careers@lesp.ca by May 9, 2024 at 11:59pm.**

Please be assured that any information shared with Legacy Partners will be treated with the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

Peel Region is committed to a diverse and inclusive workplace where everyone is respected and valued for their contributions, and where everyone is treated fairly and has opportunity to grow and develop. As one of the most diverse regions in Canada, we are committed to establishing a qualified workforce that is reflective of the population we serve.

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Legacy Executive Search Partners

3080 Yonge Street
Suite 6060
Toronto, ON
M4N 3N1

careers@lesp.ca
lesp.ca



[Contact Us](#)

