

# Director of Strategic Communications Region of Peel



## Position Profile and Candidate Brief

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## Introduction

I am delighted to present this Position Profile for the Director of Strategic Communications, 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,



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# Contents

## Table of Contents

REGION OF PEEL OVERVIEW..... 4

REGIONAL VISION, GOALS, AND VALUES ..... 6

REGIONAL 2015-2035 STRATEGIC PLAN..... 7

DIVERSITY, EQUITY, AND INCLUSION ..... 8

PEOPLE OF PEEL..... 10

ORGANIZATIONAL CHART ..... 10

POSITION OVERVIEW ..... 11

THE TIMELINE..... 15

## 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 50<sup>th</sup> 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.

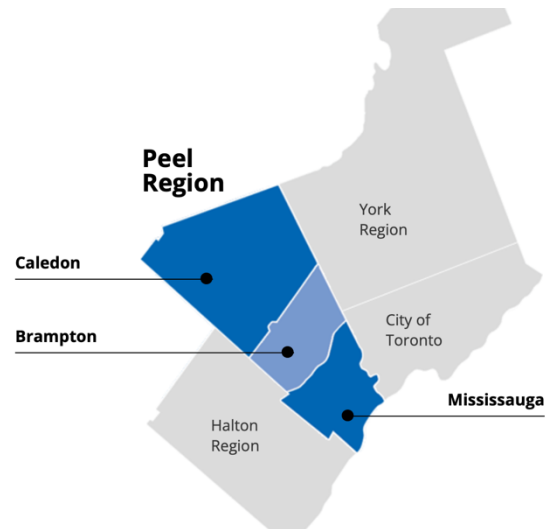
Peel Region delivers a wide range of programs and services to enhance our community, including paramedic services, health programs, long-term care and services for seniors, childcare support, garbage collection and recycling, water and wastewater treatment, road maintenance, financial help, housing, 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<sup>®</sup>, 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.
- 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>

X (formerly 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, accessible, 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 dismantle 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](mailto: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](#).

## 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.

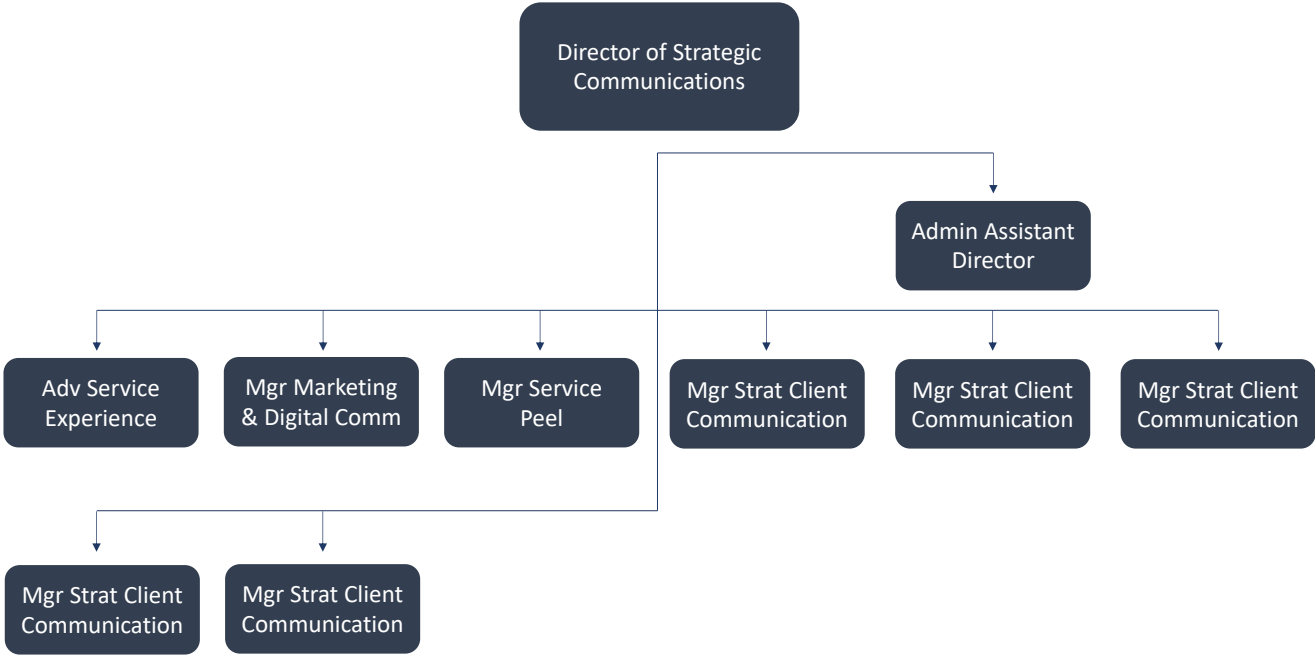
Watch [Manpreet’s story](#) about how our digital marketing experts are passionate about transforming our communication strategy to be more creative, effective, engaging, and accessible.

[Sean’s story](#) demonstrates how Service Peel’s Customer Contact Centre helps countless residents access our services. As we explore innovative call centre technology, Sean’s team continues to guide residents and help them with information faster than ever before.

Watch [Frank’s story](#) about how a summer maintenance job and a leap of faith led to his current role as a Video Specialist.

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



## Position Overview

Are you a Communications superstar looking for your dream job? The Region of Peel is seeking a Director of Strategic Communications to join our passionate, dynamic, community-oriented team.

As Director of Strategic Communications, you'll lead a team of skilled professionals including communications and marketing experts, and digital and brand advisors. You'll be responsible for creating and executing innovative communication strategies that engage our residents, promote our services, and build strong relationships with our community. Collaboration and partnership are at the core of what we do, and you'll work closely with internal and external stakeholders to ensure our communication plans align with our overall strategic goals.

If you have extensive experience in developing and executing complex communication and marketing strategies, a deep understanding of customer experience and marketing principles, and a proven ability to lead and motivate a team, we want to hear from you.

### Position Summary:

Reporting to the Commissioner of Corporate Services and CFO, the Director is responsible for providing strategic and operational leadership for a diverse team of communications, marketing, branding, and digital professionals.

The Director is accountable for designing and delivering integrated communication strategies that prioritize measured outcomes to address the diverse needs of clients. This includes overseeing marketing, brand design/management, graphic design, media relations, internal communication, social media marketing and digital, issues/crisis management, public relations, and reputation management.

Additionally, the Director is responsible for developing and implementing measurable engagement strategies aimed at residents, community partners and employees alike.

Working closely with internal and external stakeholders, the Director ensures that communication plans enhance the reputation of the Region with a focus on inclusivity, and effectively highlight programs and services.

### Key Responsibilities:

- Provide strategic and operational leadership for a diverse team of communications and marketing professionals, fostering an inclusive environment that promotes high performance and strong leadership at all levels.

- Ensure operational excellence across the Division, prioritizing client-focused, efficient, and agile services that achieve desired outcomes.
- Establish and uphold service delivery standards with defined outcomes, targets, and measurement activities.
- Develop and manage operational and capital budgets for the Division.
- Create strategic and operational plans aligned with the Corporate Services department's strategy and the Region's Strategic Plan.
- Serve as a member of the Corporate Services leadership team, offering guidance and direction with a commitment to diversity and inclusion.
- Lead the development and implementation of an integrated strategic communications and marketing/branding plan for the Region of Peel, ensuring inclusivity in messaging and representation.
- Champion the Region's brand standards, collaborating with department leaders to maintain consistent messaging and inclusivity across all communications.
- Drive enterprise-wide approaches that incorporate agile, proactive, and innovative solutions to address business challenges and achieve organizational goals, leveraging both traditional and emerging technologies.
- Lead communications planning for organizational change management, prioritizing inclusivity and diversity in all initiatives.
- Foster strong internal and external partner relationships to positively influence strategies and plans, promoting idea sharing and collaborative development of engagement initiatives that reflect the diversity of the community.
- Identify and address public or employee opinion issues, working with leadership and staff to develop and execute appropriate strategies that prioritize inclusivity and diversity.
- Serve as a communications and marketing subject matter expert, providing professional consultation to senior leadership on media interactions and proactive communication strategies that reflect inclusivity and diversity.
- Act as the designated Public Information Officer for the Region of Peel during emergencies or significant events, ensuring inclusive and timely communication to internal and external stakeholders.
- Represent the Region of Peel and the Corporate Services Department and advocate for diverse perspectives at Council meetings and in external engagements.
- Effectively manage resources across agile and operational teams, fostering a supportive and inclusive work environment that values teamwork, integrity, and collaboration.

We are looking for a highly motivated and talented individual who is ready to take on these challenges in an environment where they can make a real impact.

### Candidate Profile:

- University Degree in a related field (e.g., Business/Commerce, IT, or Marketing) with a minimum of 10 years of demonstrated experience in leading comprehensive communications and marketing strategies, with a commitment to diversity and inclusivity. A MBA is preferred.
- Education and Experience from outside Canada is welcomed.
- Professional designation, membership, or certification from a recognized communications or marketing association, demonstrating a commitment to inclusive practices.
- At least 5 years of demonstrated senior leadership experience in people management within the Public/Private sector. This means you need a proven ability to build, mentor, coach, engage, and motivate a team of diverse communications and marketing professionals. Experience in local/provincial government, school boards or hospitals would be ideal.
- Experience in negotiating, developing, implementing, and managing programs and complex initiatives, including the design of client-facing strategies. You should also have experience in leading creative design strategies, with a thorough understanding of marketing and communication theory and the ability to lead teams through functional application.
- Demonstrated skill and comfort in proactively building relationships and positioning subject matter with the media, stakeholders, executive leaders, council, residents, community partners etc. This is important as it helps to influence and advance the Region's mission and goals.
- 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.
- Exceptional verbal, written, interpersonal, and presentation skills, with the ability to engage effectively with diverse stakeholders and communicate complex ideas to a wide audience, and be able to interface with Council, community stakeholders and senior management. This means you should be able to act as the chief spokesperson for the division, department, and/or Region of Peel on various matters, at Council, public meetings, and in the media.
- Knowledge of the diverse communities that comprise Peel and lived experience is a valuable asset.

### Additional Key Leadership Competencies:

In addition to the qualifications listed above, we are seeking a candidate who possesses the following key leadership competencies:

- Demonstrated ability to present to various audiences within and outside of the Region of Peel and effectively sell creative concepts to broad and diverse audiences while successfully articulating complex technical information across the Region.
- Practical and theoretical knowledge of principles, practices, processes, products, and services in areas such as: media relations, multi-channel communication technologies, crisis communications, brand engagement, issues management, long term and strategic communication planning, customer service excellence, drivers of client satisfaction, evaluation and quality assurance, process, and policy development.
- An innovative thinker with an advanced ability to link strategies and planning to business objectives and an ability to move seamlessly between strategic and operational thinking.
- Excellent judgement and creative problem-solving skills, including influencing, consulting, negotiation, conflict resolution and the agility to lead and drive complex and critical solutions through ambiguity and while adapting to changing priorities.
- Experience in change management and organizational effectiveness communications, with a focus on diversity and inclusion.
- Strong political and business acumen, with a commitment to advancing diversity and inclusivity in all initiatives.
- Leads with compassion and appreciation for the diversity within the organization and community.
- Demonstrate a commitment to diversity, equity, and inclusion through continuous development, modeling inclusive behaviors, and proactively managing bias.

These competencies are essential for success in this role and we encourage applicants who possess them to apply.

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## The Timeline

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I trust this Position Profile has enabled you to decide whether the position of a Director of Communications 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](mailto:careers@lesp.ca) by **June 7<sup>th</sup>, 2024 @ 11:59 pm**.

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.

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Thank you once again for your interest.

*Legacy Partners and the Region of Peel are committed to equity, diversity and inclusion and recognizes that a diverse staff is essential to organizational excellence. We welcome applications from all qualified individuals and encourage women, members of racialized communities, Indigenous persons, persons with disabilities, and persons of any sexual orientation or gender identity to confidentially self-identify at the time of application. In accordance with the provincial legislation, accommodation will be provided by Legacy Partners and the organization throughout the recruitment, selection and/or assessment process, upon request, to applicants with disabilities.*





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