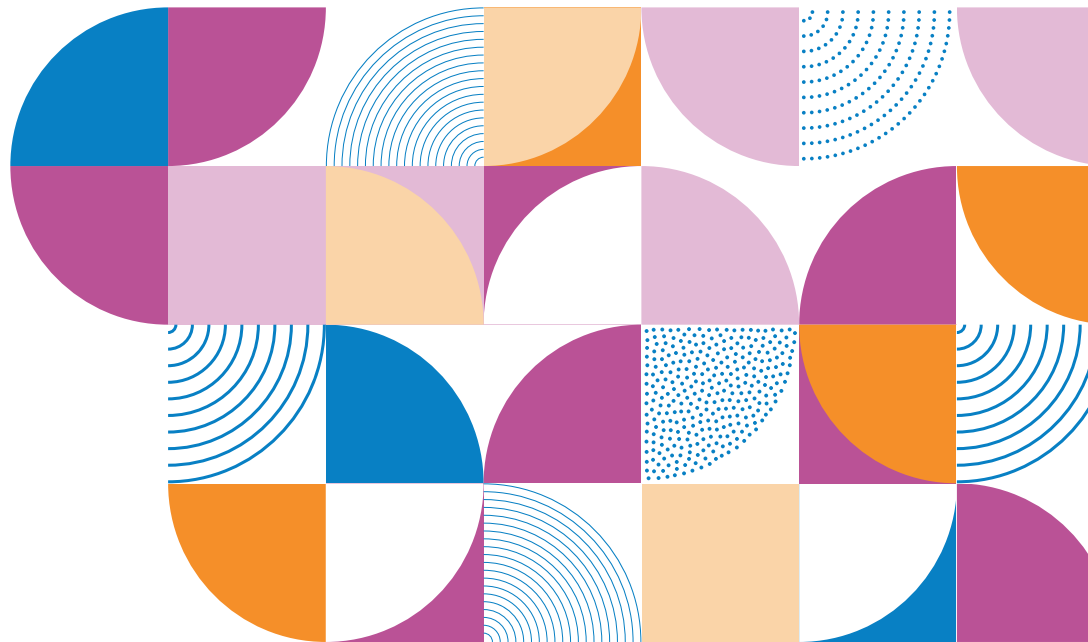


CORPORATE
**STRATEGIC
PLAN**

2019 TO 2022





Collectively, our commitment is to continue to develop as a collaborative, accountable, respectful and engaged team that makes a difference in our community.



Town Hall



CAO'S MESSAGE

On behalf of Town staff, I am proud to present our new Corporate Strategic Plan. This plan was developed based on input from hundreds of staff and will help guide the direction of our organization over the next four years.

Ultimately, our Corporate Strategic Plan will serve as a tool that helps the organization align priorities and opportunities, focus energy, time, and resources.

Our strategic direction is informed by Council, the community and staff. Taken together, Council's Goals, the top priorities identified in the 2018 Community Survey and our new Corporate Strategic Plan put the organization in a stronger position to successfully deliver on these opportunities now and in the future.

The Town of Whitby is filled with dedicated and committed staff who I am both honoured and proud to work with. Their participation, input and feedback has been invaluable and I am truly excited about the future of our organization.

Sincerely,

A handwritten signature in black ink, reading "Matt Gaskell". The signature is fluid and cursive, with the first name "Matt" and last name "Gaskell" clearly distinguishable.

Matt Gaskell

Chief Administrative Officer



INTRODUCTION

The Corporate Strategic Plan is intended to achieve the following outcomes:

- Provide a clear and consistent focus on a common set of organizational priorities;
- Serve as a framework for driving a progressive organizational culture;
- Increase collaboration across and throughout the organization; and,
- Guide decision-making, including those related to the allocation of resources across the organization.

Over the next year, Staff will develop action items for each Objective and key performance indicators for the Corporate Strategic Plan and will report to Council annually on the progress of the Plan.

Alignment with Council's Goals and the Community Survey

Although Council's Goals, the Community Survey and the Corporate Strategic Plan have different focuses, they complement each other and will work in partnership to guide the organization. Council's Goals are intended to reflect the hopes and aspirations of the community which are reflected in the Community Survey and the Corporate Strategic Plan focuses internally, guiding how the organization will effectively manage operations to achieve these goals.

The Corporate Strategic Plan will also serve as the framework to guide the development of Business Plans, Work Plans, other strategies and the annual operating and capital budgets.



Brooklin Community Centre and Library

MISSION

Together we deliver services that make a difference in our community.

>>> The Mission describes the principal focus and purpose of our organization.

VISION

Inspiring excellence through a culture where everyone is valued and respected.

>>> The Vision describes what our organization hopes to aspire to achieve in the future and continuously work towards.

CORE VALUES

We CARE (Whitby Employees Care)

COLLABORATIVE: working together to achieve better outcomes

ACCOUNTABLE: being responsible for my actions and for living our values

RESPECTFUL: treating each other with mutual respect

ENGAGED: being an active participant to make this a great place to work

The Core Values are a set of beliefs and principles that guide our actions and decisions and align with the Vision. The Core Values serve as guiding principles describing how we should act in order to fulfill the mission. The proposed Core Values demonstrate how Whitby employees “CARE” through collaboration, accountability, respect and engagement.



Port Whitby Marina

STRATEGIC PRIORITIES



Strategic Priority 1: People

We will foster an inclusive environment where employees can experience job satisfaction and rewarding careers.

OBJECTIVES:

- 1.1 Recognize and celebrate successes
- 1.2 Create opportunity for employee growth and development
- 1.3 Empower staff
- 1.4 Attract and retain top talent
- 1.5 Become the organization that people want to join



Strategic Priority 2: Organization

We will be a high performing, innovative, effective and efficient organization.

OBJECTIVES:

- 2.1 Continually improve how we do things by fostering innovation and focusing on making our processes better
- 2.2 Leverage technology and information to modernize our business practices
- 2.3 Develop and utilize comprehensive business and financial planning processes
- 2.4 Align our organization structure to optimize decision-making and agility
- 2.5 Enhance our efforts at informing and engaging staff and community



Strategic Priority 3: Customer

We will provide a consistent, optimized and positive customer service experience.

OBJECTIVES:

- 3.1 Design service delivery around customer needs
- 3.2 Define clear service levels
- 3.3 Modernize and improve customer interaction tools
- 3.4 Provide consistent customer service training for all staff
- 3.5 Measure results in pursuit of ongoing improvements to the customer service experience (Note: Customer is defined as both external and internal)

