

Region of Waterloo

Chief Administrative Officer

Strategic Planning and Strategic Initiatives

To: Administration and Finance Committee

Meeting Date: November 7, 2023

Report Title: Corporate Vision, Mission, Values Refresh

1. Recommendation

That the Regional Municipality of Waterloo approve the refreshed Corporate Vision, Mission, and Core Value statements as outlined in report CAO-23-005, dated November 7, 2023.

2. Purpose / Issue:

To present the Region of Waterloo's refreshed Vision, Mission, and Core Value (VMV) for Council approval.

3. Strategic Plan:

The refreshed VMV are vital tools to support the organizational culture required to achieve the Region's new 2023-2027 Corporate Strategic Plan – Growing with Care. The VMV will help inspire, align and support staff as they deliver essential services to the region's growing community.

4. Report Highlights:

- Following extensive community and staff engagement, the Region of Waterloo has developed updated corporate identity statements to drive the achievement of the organization's new 2023-2027 Strategic Plan: Growing with Care.
- VMV statements are vital tools to help establish an aligned organizational culture that inspires and gives clarity to staff to guide how they approach their work. VMV statements also support attracting and retaining talent, as well as development and performance evaluation. These statements also guide the development, implementation, and measurement of an organization's strategy.
- The draft statements were presented to Council as part of the introduction of the strategic plan in August. Since then, additional engagement was conducted to ensure the statements resonated with staff. Overall, the draft VMV were very positively received and some suggestions were made to adjust the language

around the mission to more explicitly communicate the Region's role in essential service delivery to support quality of life.

- Following this process, the final statements are:
 - **Vision:** A compassionate community that cares for all people, stewards the land for future generations and where everyone has the opportunity to live a good life.
 - **Mission:** Providing essential services that support quality of life for each and every person in Waterloo Region.
 - **Core Value:** Care for people and the land we share.
- As part of the implementation process a series of behaviour statements are being finalized that describe how staff will live out the core value and accomplish their work to achieve the vision and mission.

5. Background:

- In the spring of 2023, a number of engagement methods reaching over 1,200 employees resulted in a refreshed VMV. This was in addition to reaching thousands of community members through foundational dialogue as part of the strategic planning process. The following themes emerged through input from the community, Regional Council and staff:
 - A focus on people, most notably residents
 - A desire to centre equity, diversity, inclusion, justice and reconciliation
 - The need to elevate climate and environmental sustainability
 - A commitment to being a caring and compassionate community
 - Maintaining an action and future oriented stance
 - The importance of addressing affordable housing and homelessness
 - A craving for bold, inspiring statements
 - A strong plea to embed, use and live by the statements selected
 - An openness to experimentation and different ways of designing services to meet resident needs
- Based on the themes, draft VMV statements were presented to support the 2023-2027 Strategic Plan (CAO-COM-23-003, dated August 15, 2023), with final statements to come back for Council approval.
- Further engagement with over 150 staff through focus groups and an online survey were completed in October to test the draft statements. Overall, the draft statements resonated well with staff, with minor adjustments made.
- Once the vision, mission and core value are approved, behaviour statements will be finalized, and roll out and implementation will include:

- Communication and promotion to build staff awareness and alignment of their work to the new VMV.
- Broad integration of the new VMV into key organizational policies and practices, such as: staff recognition, professional development, training, onboarding, talent attraction and retention.
- Assessment of the organization's progress and longer term culture shift.

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities and the Public:

Area municipalities and the public were engaged throughout the development of the strategic plan, and their feedback shaped the new VMV statements presented in this report. The new statements will be shared on the Region's website.

Financial Implications:

N/A

7. Conclusion / Next Steps:

The adoption of the VMV will provide foundational guidance to the Region in implementing its 2023-2027 Corporate strategic plan and help to foster an organizational culture and approach to work necessary for achieving this transformation.

Following approval of the VMV, staff will communicate and embed the new statements across the organization.

8. Attachments:

Nil

Prepared By: Van Vilaysinh, Manager Corporate Strategy and Strategic Initiatives

Deb Bergey, Manager Community Engagement

Reviewed By: Jenny Smith, Director Corporate Strategy and Performance

Approved By: Connie MacDonald, Chief Communications and Strategy Officer