

# **Strategic Alignment**

### VISION

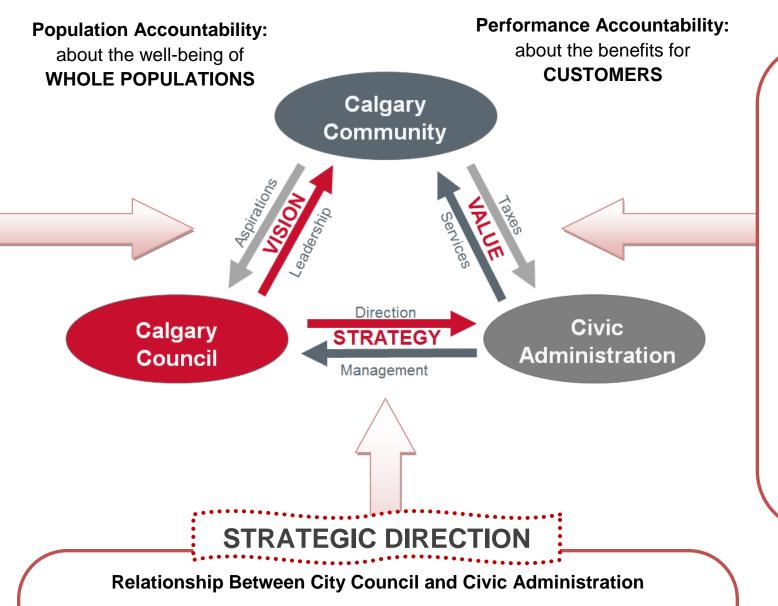
Relationship Between Calgary Community and City Council

#### Outcome: Quality of life

Citizens share their **aspirations** and expectations for the community with City Council to create the vision. Council takes these aspirations and provides **leadership** to the community by identifying and setting long-term priorities for the municipality.

Supporting resources include:

- ActionPlan 2015-2019
- Customer expectations
- Council vision
- Council priorities
- Council imperatives



#### Outcome: Public trust and confidence

City Council provides **direction** to Administration to **manage** and deliver City services aiming to achieve the vision and long-term priorities identified. Administration determines the best strategies to deliver these services while reducing risk to the Corporation and taxpayers.

Supporting strategies and resources include:

- Leadership Strategic Plan
- Corporate Priorities 2016-2017
- Economic Resiliency Strategy

## PERFORMANCE

Relationship Between Calgary Customers and Civic Administration

#### **Outcome: Customer satisfaction**

Citizens pay **taxes** to their municipal government and receive public **services** in return. The relationship is based on perceived value for tax dollars and must be measured and evaluated to ensure performance levels are maintained.

Supporting plans and resources include:

- Service plans and budgets project
- Performance measurement and accountability (RBA)
- Zero based reviews

ISC: UNRESTRICTED PFC2017-0234 ATTACHMENT 6

#### **Customer Expectations**

Citizens want us to:

- Maintain focus on our budget and spending
- Demonstrate value for the services The City offers
- Invest in infrastructure in the right ways, now and in the future
- Lead in management, accountability and transparency
- Engage citizens in the conversations about Calgary's future

#### **Council Vision**

Calgary: a great place to make a living, a great place to make a life

#### **Council Priorities**

- 1. A prosperous city
- 2. A city of inspiring neighbourhoods
- 3. A city that moves
- 4. A healthy and green city
- 5. A well run city

#### **Council Imperatives**

- 1. Integrated Service Delivery Council is consistent is its view that the corporation needs to provide services in a much more coordinated and integrated way
- 2. *Engaged Leadership* Council wants collaborative organizational leaders and managers that function together as a team
- 3. Trust and Confidence Council is asking for an organization that is reliable, honest, effective, and that has its confidence and trust
- 4. Public Service Culture Council wants the organization to deliver its services with a citizen and customer focused approach
- 5. Investment and Value Council expects a sustainable financial plan from Administration that is responsible and creates value

#### Leadership Strategic Plan

- 1. Establish a cooperative and meaningful relationship with Council
- 2. Develop a collaborative leadership and workforce culture
- 3. Better serve our citizens, communities, and customers
- 4. Focus immediate and collective attention on planning and building a great city
- 5. Strengthen the Corporation's financial position

#### **Corporate Priorities 2016-2017**

- 1. Investment
- 2. Growth management and development approval
- 3. Real estate
- 4. Government relationships
- 5. People and culture

#### **Economic Resiliency Strategy**

- 1. Continue to provide service delivery to Calgarians
- 2. Focus on ensuring value for money in the services we offer
- 3. Review economic situations and respond to impacts on the ActionPlan
- 4. Invest in infrastructure that creates employment and prepares for future growth
- 5. Identify and respond to what is required to retain productive people, businesses, incomes, jobs, and investment projects
- 6. Create a more resilient economy
- 7. Contribute to the creation of a vibrant and prosperous downtown Calgary

Population accountability is accountability for the well-being of a whole population in a geographic area. Population accountability is bigger than any one program or agency or one level of government. In fact, it's bigger than government. It requires the whole community, public and private partners to make a difference.

**Performance accountability** is accountability for the performance of a program, agency or service system. The most important performance measures are about the well-being of a client population (i.e. those who receive service or otherwise benefit from the program.)

ISC: UNRESTRICTED PFC2017-0234 ATTACHMENT 6