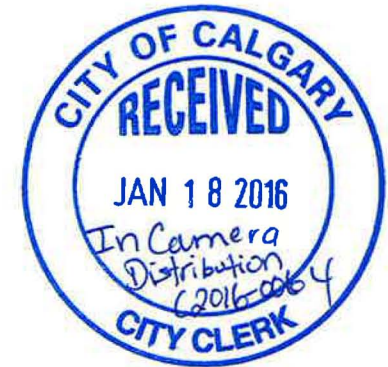


Leadership Strategic Plan: Contract With Council

Approved September 15, 2014



1. Establish a cooperative and meaningful relationship with Council

- Build a shared strategic agenda focused on Council priorities, through the City's Action Plan
- Focus on results by establishing timely and meaningful reporting of accomplishments
- Develop a corporate calendar aligned to the term of Council, and a new strategic agenda management process
- Improve Council/Administration communications

2. Cohesive leadership culture and collaborative workforce

- Engage and focus administrative leadership on the shared strategic agenda (Action Plan)
- Reinforce a leadership culture that champions a respectful workplace and a progressive public service organization
- Create more opportunities for leadership development and recognition
- Maintain a supportive workplace, and promote an engaged workplace culture founded on:
 - our future for The City as a great place to work
 - a mission based on a well-defined public service mandate
 - the values of responsible and accountable public service
 - good government and sound management practices, including reducing duplication and eliminating redundancies
 - a progressive partnership with all Unions

3. Better serve our citizens, communities, and customers

- Implement a performance management system including:
 - performance measurement
 - zero-based review and improvement
 - service based business planning and budgeting
 - integrated risk management
 - Individual performance evaluation
- Provide a comprehensive strategy for citizen engagement and customer service delivery, including:
 - A philosophy of trust, communication, and participation
 - An overall 'Citizen First' orientation for municipal public services to meet citizen needs
- Establish a 'One City' senior management mind set

4. Focus immediate and collective attention on planning and building a great city

- Coordinate a Corporate approach to strategic planning and investment
- Integrate all planning and development activities, including
 - All City master plans with a comprehensive Growth Management philosophy,
 - Alignment of municipal capital investment with strategic infrastructure requirements, in particular transportation and utilities
- Work with all partners to build trust, and together address future growth related investment matters

5. Strengthen the Corporation's financial position

- Update and implement The City's strategic financial plan that addresses immediate financial pressures, and meets longer term financial needs
- Create an infrastructure investment strategy to fund essential infrastructure and close the current infrastructure gap, emphasizing return on municipal investment
- Secure provincial commitment through City Charter negotiations and MGA review
- Generate greater investment capital for infrastructure financing, and realign investment to current priorities
- Rationalize City holdings by divesting of land
- Redirect capital to align with The City's priorities