

FUTURE STATE CHARACTERISTICS AND CORPORATE CONTEXT

Future State

The vision for the department's future state emerged through extensive engagement, document review, leading practice research and gap analysis. It will be achieved through enhancements to department culture, process and structure, all of which will flow through a common operating model.

The department's future state will be characterized by a further increase in Accountability, a stronger Focus on Community and a stated commitment to being One City, with One Voice. This in turn will reflect, support and enhance the department's alignment to Council Priorities in ActionPlan, as well as Corporate vision, values, culture and direction. See Table 1 for descriptions and examples of the characteristics of the department's future state.

Table 1: Characteristics of the Department's Future State

<p>Accountability</p> <p>Focus on priorities (citizens, customers, communities and Council) – Increase accountability by determining the needs of citizens, customers and communities in accordance to Council Priorities.</p> <p>Strive for financial stability – Demonstrate the value of the services provided for the investment made, positioning financial stability as a driving force, and finding the balance between tax and fee supported services.</p> <p>Streamline processes and enhance collaboration – Optimize processes, and enhance collaboration at the corporate, department and business unit levels.</p>
<p>Focus on Community</p> <p>Focus on core programs and services at the neighborhood level - Strengthen the understanding of community needs and expectations, increasing the City's connection with communities and enhancing to the delivery of programs and services at the community level.</p> <p>Maintain critical services – Maintain programs and services for vulnerable populations including affordable housing and all emergency response supporting resilient communities.</p> <p>Build strong communities and neighbourhoods – Solidify and explore the department's role and responsibilities for the planning and development of both established and new communities.</p>
<p>One City, One Voice</p> <p>Embrace the Corporate direction of One City, One Voice – Enhance collaboration, unifying the department as one team (both internally and for citizens).</p> <p>Leverage interdisciplinary strengths – Develop stronger connections and relationships to leverage the department's strengths.</p> <p>Shift internal barriers and unify the department – Develop collaborative processes and a supporting structure to enhance departmental responsibility and accountability, including reducing barriers to collaboration, communication and coordination.</p> <p>Optimize assets and community facilities – Improve the management and utilization of department infrastructure and assets, including land, facilities, fleet and equipment.</p>

Corporate Context

The CS&PS future state supports the Corporate direction including the updated visions, values culture and the Leadership Strategic Plan. Moving the department toward a new future state will have an impact on other departments across the Corporation. Corporate direction, including the Leadership Strategic Plan, indicates that cross-corporate initiatives and inter-departmental collaboration is a welcomed and essential element of a modern and progressive government.

Collaborative, cross-functional working teams or initiatives are not new to The City—there are many great examples of past or current initiatives where the Corporation has worked together across departments and business units. These include *ActionPlan*, Build Calgary, the Interdepartmental Events Team, the Corporate Project Management Framework, Corporate Land Management Framework and the Corporate Planning Applications Group among others. Additionally, CS&PS has led many cross-corporate initiatives including such as the *This is My Neighbourhood* initiative, the Fair Calgary Single-Entry system, and The City's Safety Expo and Disaster Alley.

The direction being taken by The City indicates that cross-corporate initiatives or opportunities for collaboration will continue to play a vital role in the future of the Corporation. To align with Corporate direction, the Review explored several cross-corporate initiatives or opportunities to be implemented through the Review. Some of the opportunities and initiatives examined are included in the planned enhancements.

Conclusion

The future state, characterized by a further increase in Accountability, a stronger Focus on Community and a stated commitment to being One City, with One Voice, will support numerous cross-corporate opportunities for collaboration and will set the department up to thrive within the new corporate context.