

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