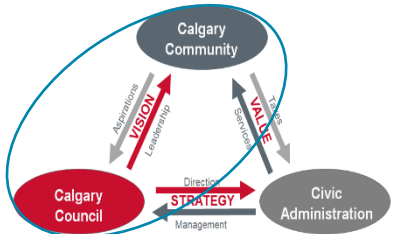




The City's Strategic Plan Principles

Better understanding what citizens *'perceive as having value'* from the services, weighed against the cost of receiving them, better enables us to focus efforts and resources to the things that matter most. Each dimension of value (such as reliability or timeliness) is considered a *value dimension*. The following are five principles that will help the organization to develop, monitor, and continuously improve the *value dimensions* that are most important to citizens. The first three focus on the Three Conversations Model and using *value dimensions* in the development of the service plans and budgets. The fourth speaks to accountability through the continual monitoring, review and reporting on these and the fifth on continuous improvement. Note many value dimensions apply to more than one principle. In the table, they have been placed with the principle where they have the strongest connection.

Principles (For Approval)	
 <p>1. Vision: Address citizen needs and long-term quality of life aspirations.</p>	<p>Key Value Dimensions:</p> <ul style="list-style-type: none"> aspirations, hope, fairness, equity, social responsibility, wellbeing <p>Example of how these are being applied this cycle (One Calgary 2019-2022):</p> <ul style="list-style-type: none"> Council Priorities and Directives approved to provide the Administration with direction on where the focus should be for the next four-year cycle Identification of The City's contribution towards quality of life results.
 <p>2. Strategy: Use a Council-driven and corporately integrated approach to planning for service delivery.</p>	<p>Key Value Dimensions:</p> <ul style="list-style-type: none"> environment, reconciliation, resilience, sustainability scalability, expertise, risk, transparency and reputational assurance, innovation, efficiency, effectiveness <p>Examples of how these are being applied this cycle (One Calgary 2019-2022):</p> <ul style="list-style-type: none"> Service pages will show a complete integrated picture of service plans (including performance measures, benchmarking, risk, etc.), and both operating and capital budgets. Services will also identify how they contribute to Council Priorities and quality of life results (outcomes) as well as performance results (customer and citizen outcomes).
 <p>3. Value: Focus on what matters most to citizens and customers and maximise their value for city services.</p>	<p>Key Value Dimensions:</p> <p>Functional: avoids hassles, quality, reliability, responsiveness, saves time, simplifies, reduces risk, reduces effort, legislative compliance, affordability</p> <p>Emotional: accessibility, attractiveness, fun/entertainment, prevention, therapeutic value, wellbeing</p> <p>Business to Business: ease of doing business, expertise, decreased hassles</p> <p>Examples of how these are being applied this cycle (One Calgary 2019-2022):</p> <ul style="list-style-type: none"> The public and internal engagement for One Calgary is seeking information that will help services to better understand what value dimensions are most important to customers All services will include dimensions of value in their service plans (see attachment 2 for more information).

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The following two principles focus on the overall Three Conversations model and reflect the need to continuously monitor progress and make efforts for improving service delivery. These two principles complement the previous three, which focus on creating value in our service plans and budgets and in our everyday work.



4. Accountability: Monitor the value generated through services by using performance measures, and reporting.

Key Factors and Actions:

- Develop service and corporate performance measures and benchmarking as a part of the service plans and report on performance results (including performance on dimensions of value that matter most to citizens and customers).
- Provide a clear line-of-sight of accountability on joint strategies.
- Monitor and maintain a corporate Risk register.
- Report regularly to Council and the public on progress.

Examples of how these are being applied this cycle (One Calgary 2019-2022):

- Semi-annual Accountability reports will identify and report on quality of life results and performance results (including performance on dimensions of service value) for each service.



5. Continuous Improvement: seek to improve services and processes and adjust on an ongoing basis.

Key Factors and Actions:

- Implement the Corporate Strategy for Service Efficiency and Effectiveness, using The City's Performance Management System (which includes performance measurement, benchmarking, service review and improvement)
- Revise and adjust plans and budgets in response to emerging needs and Council direction.

Examples of how these are being applied this cycle (One Calgary 2019-2022):

- Incorporate Council Directives to Administration for 2019-2022 (C2018-0201) into the development of service plans and budgets.
- Ongoing monitoring of dimensions of value and respond to changes as required.
- Use a variety of approaches across the organization to improve service effectiveness and efficiency.
- Annual adjustments and larger mid-cycle adjustment (in year 2020 to reflect the results of these efforts by adjusting the last two years of the plan)