

City Manager's Office Report to  
Regular Meeting of Council  
2018 December 17

ISC: UNRESTRICTED  
C2018-1440

## **Leadership Strategic Plan 2018 Progress Report**

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### **EXECUTIVE SUMMARY**

The Leadership Strategic Plan: Contract with Council (LSP) was designed to place intentional focus on supporting the Council priority of a well-run city and place organizational emphasis on being as efficient and effective as possible. Progress on the LSP has been reported in the Mid-Year and Year End accountability reports since 2015. Significant progress has continued to be made on the actions listed in the LSP since Council last received a stand alone progress report in March 2017. This progress is detailed in the attached Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4).

Administration's Commitments (ATTACHMENT 5) have been outlined in the One Calgary 2019-2022 Service Plans and Budgets. These commitments summarize Administration's response to Council's direction and are intended to provide high-level strategic guidance to the organization for the four-year term. A revised version of the LSP will be brought forward to Council in Q1 2019 after the 28 January 2019 Strategic Session of Council where Council will determine its investment objectives. This will allow the City Manager an opportunity to refine the LSP to reflect any additional Council priorities that arise from these strategic discussions.

### **ADMINISTRATION RECOMMENDATION:**

That Council:

Receive this report and its attachments for information.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which outlined five focus areas: (1) Establish a cooperative and meaningful relationship with Council, (2) Cohesive leadership culture and collaborative workforce, (3) Better serve our citizens, communities and customers, (4) Focus immediate and collective attention on planning and building a great city, and (5) Strengthen the Corporation's financial position.

On 2014 November 24, Council approved Action Plan 2015-2018, as amended (C2014-0863). The Action Plan process included significant public engagement and the approval of Council Priorities and Strategic Actions to guide the development of the plans and budgets.

On 2017 March 20, Council received a report from the City Manager on Organizational Efficiency – Intentional Management (PFC2017-0234). This report and its attachments highlighted many of Administration's achievements towards organizational efficiency and savings since 2015, and provided a progress update on the Leadership Strategic Plan.

On 2018 January 31 (C2018-0115), Council adopted the "Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets". Further, Council adopted a motion arising to direct Administration to bring forward amendments to the Council Priorities.

On 2018 February 28, Council adopted amendments to the 2019-2022 Council Directives (C2018-0201) and approved "Three Conversations, One Calgary" as the framework that will guide the development of The City's Strategic Plan for 2019-2022 (C2018-0224).

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## **Leadership Strategic Plan 2018 Progress Report**

---

On 2018 September 04, Council received the Final Accountability Report for Action Plan (PFC2018-0988). This report informed Council of Administration's achievement of Action Plan 2015-2018 commitments during the first half of the year 2018 and included a summary of progress on the Council Priorities and the Leadership Strategic Plan.

On 2018 November 30, Council approved the One Calgary 2019-2022 Service Plans and Budgets as amended.

### **BACKGROUND**

The Leadership Strategic Plan: Contract with Council (LSP) was designed to place intentional focus on supporting the Council priority of a well-run city and place organizational emphasis on being as efficient and effective as possible (ATTACHMENT 1). The LSP is further enhanced by the strategic Road Map to guide the organization towards cost efficiency through three distinct stages (ATTACHMENT 2). Through the LSP, The City has adopted a standard Performance Management System that includes service review and improvement, service plans and budgets, performance measurement and accountability, integrated risk management, and individual performance development (ATTACHMENT 3). As part of this system, the Results Based Accountability (RBA) Framework supports better serving citizens, communities and customers by starting from the desired results to determine actions, making evidence-based decisions and embracing continuous improvement.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### **Leadership Strategic Plan 2018 Progress Report**

Progress on the LSP has been reported in the Mid-Year and Year End accountability reports since 2015. Significant progress has continued to be made on the actions listed in the LSP since Council last received a stand alone progress report on the LSP in March 2017. This progress is detailed in the attached Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4). The information in the attachment is organized as follows:

1. High level recent accomplishments.
2. Headline performance measures to show how we are doing, including baseline information and forecast.
3. The story behind the numbers, which describes the conditions, causes and forces at work that help explain current and expected performance.
4. What we propose to do, to highlight initiatives planned or currently underway to advance success.

#### **What's Next: Administration's Commitments and a new Leadership Strategic Plan**

Administration's Commitments (ATTACHMENT 5) have been outlined in the One Calgary 2019-2022 Service Plans and Budgets. These commitments summarize Administration's response to Council's direction and are intended to provide high-level strategic guidance to the organization for the four-year term. These commitments are:

- Sustain a cooperative and meaningful relationship with Council
- Foster a safe and respectful workplace for all employees
- Continue to promote a progressive public service culture through One City, One Voice

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- Focus attention on planning and building a resilient city, including flood mitigation and climate change
- Enhance service to our customers and communities, including citizens and businesses
- Further strengthen the Corporation's financial position

A revised version of the LSP will be brought forward to Council in Q1 2019 after the 28 January 2019 Strategic Session of Council where Council will determine its investment objectives. This will allow the City Manager an opportunity to refine the LSP to reflect any additional Council priorities that arise from these strategic discussions.

### **Stakeholder Engagement, Research and Communication**

The City of Calgary is working to address the needs of Calgarians in light of economic changes in the community. The City has conducted, and continues to conduct, research about the needs and changing priorities of Calgarians, gauging perceptions on quality of life, the economy and infrastructure investments. Findings indicate that citizen perceptions of quality of life and the economy remain strong and satisfaction with City programs and services remain high overall.

### **Strategic Alignment**

This report and its attachments align with the LSP, particularly the focus areas to better serve our citizens, communities and customers, and strengthen the Corporation's financial position (ATTACHMENT 1), and stage three of Administration's strategic Road Map to address structural efficiency and strive for cost efficiency (ATTACHMENT 2). This report also further supports the Council priority of a well-run city and organizational values of individual responsibility and collective accountability. It aligns with Administration's Commitments as presented in the One Calgary 2019-2022 Service Plans and Budgets.

The detailed Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4) specifically addresses the LSP commitment to "focus on results by establishing timely and meaningful reporting of accomplishments to Council" and highlights the advancements towards achieving the five focus areas. In addition, this report shows progress towards the implementation of a Performance Management System (ATTACHMENT 3) with the inclusion of cross-departmental measures, accomplishments and actions that are being taken to continuously improve.

### **Social, Environmental, Economic (External)**

The detailed Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4) has been developed with consideration of the social, environmental and economic environment to determine realistic performance measures and results that matter to Council and citizens. In Q1 2019, the LSP will be reviewed and revised to enable The City to continue to provide quality public services within changing social, environmental and economic conditions and plan for the future.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There is no current or future operating budget impacts associated with this report or its attachments.

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### **Current and Future Capital Budget:**

There is no current or future capital budget impacts associated with this report or its attachments.

### **Risk Assessment**

The LSP and Administration's Commitments help to mitigate The City's 16 Principal Corporate Risks. More specifically, these documents focus on:

- **Capacity for change risk:** The LSP provides clear, strategic direction to the organization and outlines corporate priorities. This helps keep the organization in alignment with citizen priorities and Council's directives, and ensures leadership and employees are focused on meeting the needs of Calgarians.
- **Financial risk:** The LSP outlines strategies and initiatives that are focused on strengthening the Corporation's financial position.
- **Reputation risk:** The foundation of the LSP and Administration's Commitments is the accountability triangle, which describes the relationships between the community and Council, Council and Administration, and Administration and the community. Focusing on these relationships helps ensure the organization is able to respond to changing needs and expectations.

### **REASON(S) FOR RECOMMENDATION(S):**

The Leadership Strategic Plan 2018 Progress Report demonstrates Administration's commitment to continuous improvement and ensuring Council, Administration and citizens are aware of accomplishments made on key initiatives, as well as the areas where more work is planned to make further progress.

### **ATTACHMENT(S)**

1. Attachment 1 - Leadership Strategic Plan: Contract with Council (2014)
2. Attachment 2 - Road Map
3. Attachment 3 - Performance Management System
4. Attachment 4 - Leadership Strategic Plan 2018 Progress Report
5. Attachment 5 - Administration's Commitments 2019-2022