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