

Strategic Direction

Professional and High-Quality Public Service

Direction Statement **Cultivate a service excellence culture built on strong governance, financial sustainability, and performance.**

1 Strategic Goal **Strengthen the integration, transparency, and effectiveness of the City's strategic, financial, communications, and operational planning processes.**

Key Initiatives

- Establish an integrated planning framework that links strategic priorities with financial and operational planning against which the City can effectively report.
- Ensure budget development and allocations are aligned with and supported by strategic priorities.
- Conduct an efficiency audit on internal operations to identify gaps and budgeting opportunities.
- Create a communications protocol with standard operating procedures for all official communications of the City.
- Implement a data policy to advance transparency and innovation.
- Continue to strengthen relationships with the City's partnering organizations to share information and collaborate on projects and services.

2 Strategic Goal

Establish a regular, sustainable cycle for the review and continuous improvement of municipal services.

Key Initiatives

- Prepare a formal service review framework for the City, where all services are reviewed on a pre-established timeline.
- Establish both multi-year budgeting and a long-term capital asset management and finance plan to facilitate long-term financial sustainability.
- Conduct a Comprehensive Asset Condition Assessment and Renewal Strategy.
- Develop a standardized system to monitor capital and infrastructure project budgets in real time, enabling better forecasting, accountability, and funding readiness.
- Benchmarking key financial indicators against comparable municipalities.

3 Strategic Goal

Develop a framework for the continuing professional development of Staff and Council.

Key Initiatives

- Create a talent strategy plan for the City's Administration to identify a pipeline of required skillsets, provide training opportunities, and recognize staff.
- Integrate training on leadership, governance, and public finances into the orientation of re-elected and newly elected councillors and provide opportunities for group and individual continued learning for the Mayor and Council.
- Partner with a post-secondary institution to create a tailored leadership program for municipal staff covering governance, strategic planning, Indigenous relations, change management, and public finance.
- Provide executive coaching and strategic leadership retreats for senior staff and Council.